

THE FINAL COMMEMORATIVE POSTER INSIDE

RESERVIST

Official Publication of the United States Coast Guard Reserve

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CELEBRATING 75 YEARS OF SERVICE: INTO THE FUTURE

HOW THE RESERVE WILL CONTINUE TO
ADAPT AND SHINE UNDER EVER-CHANGING
FINANCIAL AND OPERATIONAL PRESSURE.



Volume LXIII ≈ Issue 4 • 2016



Director for Coast Guard Reserve and Military Personnel

United States Coast Guard

Washington, D.C. 20593-7907

To the men and women of the United States Coast Guard Reserve:

I know that the year-end Reserve Training (RT) budget shortfalls have been stressful for members and commands alike. I wanted to let you know that we are working diligently to identify the contributing and causal factors which necessitated the “all stop” of Training for the last few weeks of FY16.

As with virtually all budgets across the CG, RT funding is stretched incredibly thin. There can be no room for error because every dollar is precious. We will continue to develop strong partnerships with CG-8 as well as DCMS-8 to ensure our financial modeling is sound and to provide additional perspective. A four person team comprised of members with a budget and Reserve background has been chartered to identify the root causes that contributed to the shortfall developed. A larger working group, comprised of HQ and field personnel, will then develop measures to ensure this type of shortfall is an anomaly from the past.

Once this analysis is complete, we will be as transparent as possible so that everyone understands what decisions were made and why.

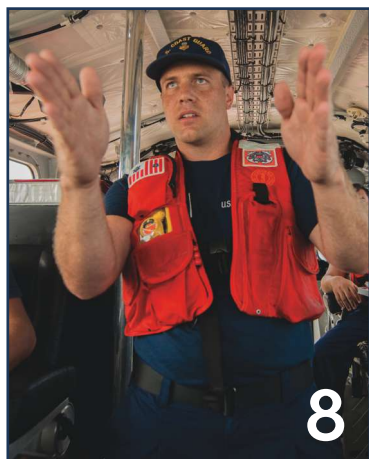
The actions we took, albeit painful, were required in order for the RT account to remain solvent. We thank you for your patience and understanding as we navigate through this difficult period.

I offer my personal apology and that of the entire CG-131 staff to anyone negatively impacted. Our commitment to you is as strong as ever. We will continue to do all we can to ensure readiness while being the best possible stewards of the Nation’s resources.

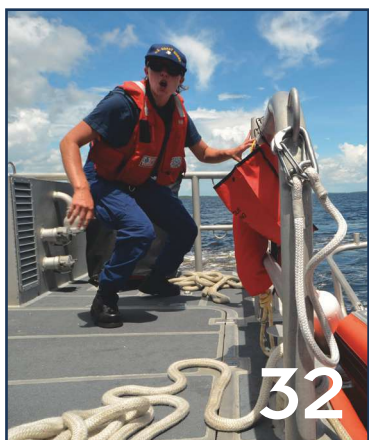
Sincerely,

A handwritten signature in blue ink that reads "Kurt B. Hinrichs".

Kurt B. Hinrichs
Rear Admiral, USCGR



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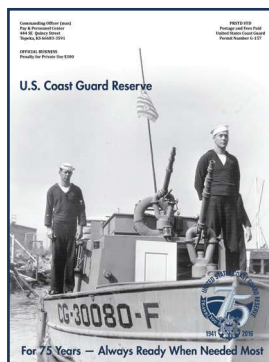
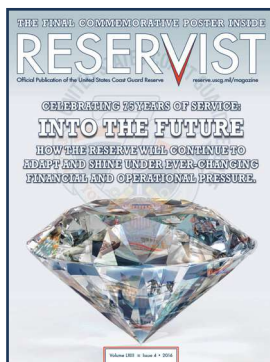
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RESERVIST

Celebrating Our 63rd Year!

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FROM THE EDITOR



The great American philosopher and not half bad professional baseball player Yogi Berra once observed, "You've got to be very careful about where you are going, because you might not get there." We agree.

We wrap up our year-long coverage of the Coast Guard Reserve's 75th Anniversary with a peek into the future as seen through the eyes of the component's senior leaders: Rear Admirals Kurt Hinrichs, Francis "Stash" Pelkowski, Scott McKinley and Coast Guard Reserve Force Master Chief Eric Johnson. Their collective vision identifies both the challenges and opportunities which lie ahead as the Coast Guard and its Reserve force adapt to the ever-changing world of resources and threats.

Beginning with our interview with Adm. Paul Zukunft in Issue 1, 2016, we have attempted to highlight the importance and relevance of the men and women who constitute the Coast Guard Reserve: both today and since its formation during the dark days of the Second World War. Stealing shamelessly from our anniversary theme, we owe a special "Thank You" to reservist CWO Anastasia Devlin who has so eloquently captured the story of the Reserve since its inception on February 19, 1941, through present day and with an eye to the future.

Speaking of the future, Public Affairs Specialist Chief Petty Officer Susan Blake's feature article about Sector Mobile's implementation of the Boat Forces Reserve Management Plan highlights how many units are moving themselves and the service forward. And, Public Affairs Specialist Second Class Emaia Rise takes a look at Sector Field Office Atlantic City's initiative to improve the training and readiness of reservists assigned to engineering support billets.

Looking ahead to 2017, we will strive to keep Yogi's words front and center as we continue to seek out and publish articles which give our readers both a sense of where we are today and where we are headed in the future.

As always, thanks for reading.

Anima est Bonus!
Jeff Smith

FROM OUR READERS

To the Editor:

The latest issue of the RESERVIST is excellent and includes a 75th Anniversary Poster. The folds in the poster make it unsuitable for framing. I have prior framed editions. Is it possible to obtain one or two of the 75th posters in roll form (unfolded) for framing?

Regards,

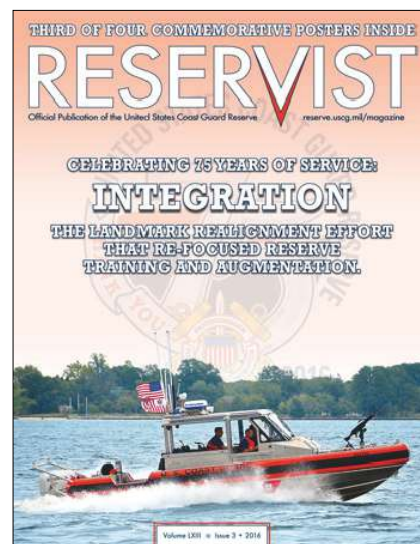
Capt Allyn S. Norton, USCGR (ret.)
Wilmington, N.C.

Editor's Note: Captain, first, thank you for your kind words. As to the posters, we do not have any flat copies. However you can go to the following link -- <http://uscg-reservist.epubxp.com/t/10052-reservist/> -- select the poster page, and in the tool bar at the top select the PDF icon and download a copy. The file could then be printed out to desired size prior to framing.

To the Editor:

The latest issue of the RESERVIST (Vol. LXIII, Issue 3, 2016) contains a very good article about Integration and how much this initiative greatly benefitted the CG Reserve and the Coast Guard in general. I was a member during that time and could not agree more.

In the article, on page 31, there is a story of MCPO Bob Delgado and how in early 2009, he became the first Senior Enlisted Reserve Advisor (SERA) on the east coast, while serving at CG Station Little Creek, Va. While this may have been one of the first "recognized" SERA positions, we stood up the exact same position in August, 2007, while I served as Senior Reserve Officer for Sector Miami. Having a senior enlisted person on the Sector command staff was something new in 2007, as liaison between the command staff and enlisted personnel, both Reserve and active duty, was handled by the Command Master Chief. Fortunately, with strong support from then Sector Commander Capt. Karl Schultz, who agreed that a senior reserve enlisted liaison was needed, and the position became officially recognized. After solicitations and an interview process, SCPO Janine Tshantz-Hahn was selected to fill this role for Sector Miami and assumed the new position around October, 2007. To my knowledge, no other Sector had such a position on the command staff at that time. This position was created by Sector Miami in response to Adm. Thad Allen's Commandant's Intent Action Order 9 (CIAO 9) which addressed re-alignment of Reserve training, administration and mission support. The term SERA was not



used in CIAO 9 and I believe that Sector Miami was the first to use the term, or establish the position.

Doing some on-line research, the earliest "official" reference to the term SERA appears to be in COMDTINST (CI) 1306.3, published 11/15/10, then replaced by CI 5320.4A, published 11/6/14. Since we launched our program in 2007, it appears that Sector Miami was definitely on the right course, since the position was later instituted CG wide, and became a part of the actual Base/Sector/Station billet structure.

So, why all the "fuss" at this late date? I'm bringing this to your attention just as a point of historical interest and perhaps to see some folks get credit where credit may be due. I welcome any comments and/or corrections.

Thanks,

Capt. Michael D. Collins, USCGR, (ret.)
Palm City, Fla.

Editor's Note: *Capt., thank you for your letter. Having some knowledge of the evolution of the expanding role of Reserve senior enlisted personnel during Adm. Allen's tenure, I am aware of initiatives such as the one you describe in your letter. The SERA position, as you rightfully note, was not part of CIAO9. It was an outgrowth of the Reserve Force Readiness System. Without a doubt, efforts such as the one you describe at Sector Miami helped lead the way in making formal SERA positions a reality.*

To the Editor:

I wanted to correct an error in the RESERVIST (Vol. LXIII, Issue 3, 2016) in an article entitled "The Coast Guard Reserve in Operations Desert Shield and Desert Storm, 1990-1991." Having initially served as the Coast Guard Liaison to the Joint Staff in Bahrain, liaison to the Bahrain Coast Guard and Saudi Navy, and then as Commanding Officer PSU 302, I coordinated the arrival of all three units into theater. While PSU 303 was called-up on September 14, it did not arrive in theater until September 19. PSU 301 was called up on September 22, but didn't arrive until late in the week of September 24, and PSU 302 didn't arrive until Thanksgiving Day, November 22. I particularly remember their arrival as I was finishing a piece of pumpkin pie as the planes began to land. Due to operational requirements, and for a variety of other reasons, that piece of pie was my entire Thanksgiving Day dinner. The exemplary service of all three units is even more amazing when one considers the fact that two of the three units were sent overseas with no vehicles to transport the TPSB's, and all three deployed with inadequate supplies or spare parts, outdated M-16's and ammunition that was incompatible with the weapons being used elsewhere in theater. If not for the resourcefulness and operational creativity that reservists have become famous for, the mission would not have been as successful as it was.

Respectfully,

Capt. Daniel J. Zedan, USCGR (ret.)

Letter of the Month

To the Editor:

July 16, 2015, was a day we will not forget in Chattanooga, Tenn., or throughout the country. Without reason or warning, a young man attacked a military recruiting office firing multiple rounds of high powered ammunition into the occupied building. Miraculously nobody was hurt. Only minutes later, however, the same shooter arrived at the Marine and Navy Reserve Training Center. This time he took the lives of five brave men, all of whom wore the uniforms of our country. Four Marines and one Navy sailor were killed while on duty. Several others were injured including a responding Chattanooga Police Officer.



The reason why and the politics of the event were lost on our community. The need to care for and comfort the wounded and the survivors was the important matter. The horrific act would never compare to the outpouring of care and resilience of the people of Chattanooga, after all we are NOOGASTRONG!

One year later the community held a 5-mile run in attempt to raise money for a memorial for the fallen. This was no ordinary run, for no ordinary cause. As we arrived at the start line it was obvious that this was a military event. Several Coast Guard members teamed with Troopers from the Tennessee Highway Patrol and prepared to start. We were invited by a the Marine Command Sergeant Major to fall into the Marine Corps and Navy formations and join them in a salute of solidarity for their five fallen members.

As we ran along the beautiful Tennessee River, the sense of brotherhood and belonging were overwhelming. It wasn't until we came to the first mile marker that it all hit home. Anyone who has run any distance knows how precious those markers are. This time, however, they took on a whole new meaning. The miles were indicated by the family members of the Fallen 5; the wives, children, parents, sisters and brothers of these brave men marked the course. The amazing courage that they showed as the Marine, Navy, Coast Guard and Highway Patrol formations ran past them was overwhelming. As I ran I had to ask, could I do that? But then I remember what service to country means. It means placing others above yourself and your needs. These families did just that. Through cries, tears, fear and the unknown, they placed themselves there as a symbol of why we serve.

I am so honored to have been a part of something so simple yet so meaningful. For the Coast Guard to team with the Tennessee State Troopers, then to be invited to be part of the Marines and the Navy's celebration of life, and to do all this while we represent our country was humbling and inspiring. As we move forward with our lives, Chattanooga and those who love us will never forget 07-16-2015. We will remember the Fallen 5 for their bravery, their service and their sacrifice. We will also always be stronger for having known them and remembering them. We remain NOOGASTRONG!!!

Remembering:

Gunnery Sgt. Thomas J. Sullivan, USMC
Staff Sgt. David A. Wyatt, USMC
Petty Officer Second Class Randall S. Smith, USN
Sgt. Carson A. Holmquist, USMC
Lance Cpl. Skip K. Wells, USMC

Humbly Submitted By,

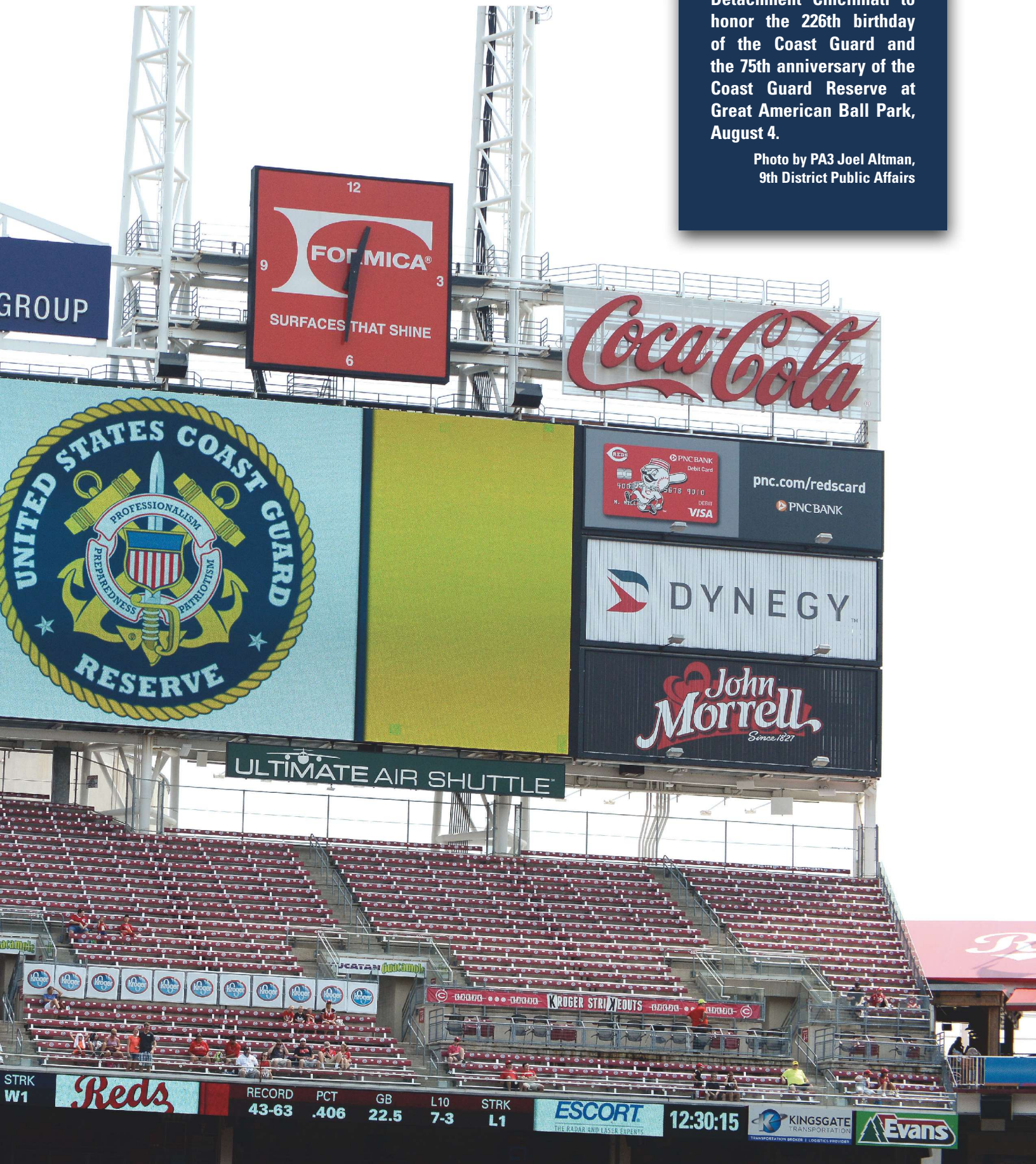
MECS Marcus Easley, USCGR
Sector St. Petersburg, Fla.

UP FRONT



The Cincinnati Reds hosted members of Marine Safety Detachment Cincinnati to honor the 226th birthday of the Coast Guard and the 75th anniversary of the Coast Guard Reserve at Great American Ball Park, August 4.

Photo by PA3 Joel Altman,
9th District Public Affairs





**Rear Admiral
Andrew (Scott) McKinley**

**Human Capital Strategy
Implementation, U.S. Coast Guard**

"The ultimate goal of the [Human Capital Strategy] is to ensure that the Coast Guard has the Right people with the Right competencies and experiences in the Right place at the Right time to accomplish our missions."

Vern Dorch, author of *Wired Differently* said, "We can never fall short when it comes to recruiting, hiring, maintaining and growing our workforce. It is the employees who make our organization's success a reality."

I believe that this is particularly true for our Reserve force. Reservists typically have to hold down a civilian job in addition to working their job in the Reserve. Finding people who have the capacity, commitment and desire to successfully do both can be a challenge. The Coast Guard has to ensure that it has the right mix of incentives, policies and culture in place to ensure that we recruit, train and retain our workforce, reservists included.

A mentor of mine was fond of quoting John Maxwell and reminded me that "change is inevitable, but growth is optional." Our world is changing at a rapid pace and the Coast Guard as an organization must constantly evolve to keep pace with that change. We as reservists must also make the conscience decision to ensure that we are both aware of the change that is occurring and to being open to the potential to grow as a result of that change.

In January of this year, the Commandant launched the Coast Guard's Human Capital Strategy (HCS) with CG-1 and FORCECOM as the executive champions. He stated, "For all the investments we are making in our capital plant – if they are not matched with a commensurate investment in our people – those aircraft, cutters, rescue boats, and the skill sets required to operate them become hollow." In April of this year I had the privilege of coming on active duty at CG-1 as a new Flag officer to help lead the implementation effort for the first year of this vital new effort. It is important to understand that the HCS is a 10-year strategy that will impact every corner of our service, including reservists. The ultimate goal of the HCS is to ensure that the Coast Guard has the Right people with the Right competencies and experiences in the Right place at the Right time to accomplish our missions. To expand on this theme, the "right person" is someone who is committed, motivated, and engaged. They believe in the Coast Guard's purpose and embrace the Coast Guard's core values of Honor, Respect, and Devotion to Duty. To ensure the "right competencies," we need to make sure that our workforce has a safe and inclusive work environment, are provided professional and personal development opportunities and have supportive leadership. Finally, for the "right place and time," we need to ensure that we have the correct force planning construct in place for the workforce and that assignments put people in the right places to accomplish Coast Guard missions. This is a huge endeavor and will require all hands on deck to accomplish the cultural change necessary.

The Coast Guard's total workforce is diverse. It is comprised of approximately 88,000 people to include active, Reserve, civilian and Auxiliary. The HCS Team identified 31 initiatives to pursue during the first phase of implementation. These initiatives include the new Blended Retirement System, Health Services Delivery, Civilian Hiring and the Reserve Component Force Planning Construct. These initiatives are listed in detail on our HCS Portal site - <https://cg.portal.uscg.mil/communities/hcs-implementation/SitePages/Home.aspx>

DoD is undertaking a similar effort with their "Force of the Future" initiative. They too are looking into how to make the services more attractive to the next generation while retaining the generations already in service. The population of young adults that we look to access as our future workforce continues to shrink and of that smaller number only about 25% meet the requirements for entry into the military, mainly due to lack of fitness. The Coast Guard will not only be competing with the other services for this shrinking candidate pool but with civilian employers as well.

If we want to be the employer of choice today and in the future, we must be able to recruit, train and retain the best and brightest people. Not only is it the smart thing to do, it is critical to our organization's long term success and relevance.

Semper Paratus.

DECKPLATE SOUNDINGS



Greetings from PACAREA. I arrive in this new position after having served as the 1st District Reserve Command Master Chief for the past four years. Let me begin with a little history so that you will have some reference as to who I am. I enlisted in the Coast Guard in 1979, probably long before some of you were born or even thought about the Coast Guard, serving for eight years on active duty as an Electricians Mate. The Coast Guard and I had parted ways for roughly three years before I enlisted in the Reserve. While making my way up through the ranks, I soon realized that as a Master Chief EM billets were hard to come by. There were no Reserve Silver Badge positions at that time, only rumors, so my options were slim. I had enjoyed a good career up until that point and briefly considered retiring. In 2008, I was asked if I would be interested in going to a Port Security Unit. I became the Command Master Chief at PSU 301 in July of 2008, a position that changed my career and my outlook on the Coast Guard.

As the PACAREA Reserve Command Master Chief, I welcome this opportunity to share some of my thoughts regarding our Coast Guard Reserve. Believe it or not the “good old days” of the Coast Guard were not that much different than today. There were budgetary challenges, advancement issues and anxiety over assignments. The equipment was aging and the missions were growing not unlike today. As a young Coast Guardsman I had more than my share of complaints about the organization, as well as opinions regarding how I would do things differently. I liked to imagine that if I ever attained a position of influence, such as a Master Chief, I would make some changes and right this ship. Well now I have attained this position and have discovered that it is more complicated than a young electrician ever would have thought.

In spite of all the issues we face, I realize that there are extremely smart, hardworking Coast Guard men and women, (active, Reserve, civilian and Auxiliarists) who make this organization run. Almost every decision delivers consequences to other programs that must be worked through. It is a tedious process that is mostly unseen at the deck plate level.

The Coast Guard Reserve has gone through some major changes in recent years, changes which most of us have not dealt with before as reservists. Some are Reserve specific; others are Coast Guard wide changes which will affect our Reserve force. I hope to offer encouragement and share understanding as these changes become part of our culture moving forward.

We live in a world of constant change, making the Coast Guard Reserve all the more relevant and critical. The Coast Guard does not have a “Garrison” force waiting for the next contingency to occur. We reservists are that force. We have lived through 9/11, Hurricane Katrina and Deepwater Horizon. We have seen firsthand the use of our Reserve members when a surge of qualified, skilled reservists was needed. I have no doubt that we will be needed again in the future.

I know firsthand the challenges of being a reservist. I have a civilian career as a Master Electrician, a home to maintain and a family to spend time with. As with my civilian career there are requirements for employment as a reservist. These requirements can be difficult to fulfill entirely while in a duty status. I am fully aware that you do many things for the Coast Guard and are not always compensated for your time.

In closing, I want to thank you and your loved ones for your service to our Nation because your service comes at a price. I ask that you do the best you can with what you have. Take good care of those that are under your charge. And have faith that those you answer to will do the same.

Semper Paratus.



**Master Chief Petty Officer
Andreas Apenburg**

**Reserve Command Master Chief
Pacific Area**

***"In spite of all the
issues we face, I
realize that there
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Reserve, civilian
and Auxiliarists)
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RESERVIST MAGAZINE

AROUND THE RESERVE



Members of the MSST conduct a security patrol on Lake Cuyahoga during the RNC.

Reservists step up in Cleveland

Filling multiple posts during a complex national event, reservists ensure security during the Republican National Convention

Earlier this summer, the Cleveland Cavaliers achieved an improbable comeback against the Golden State Warriors, giving the city its first major championship in 52 years. The city erupted in celebration, capped off by a parade that effectively shut down the city as a throng of 1.3 million people flooded into downtown to join in the festivities.

In July, the spotlight was once again on Cleveland as the Republican National Convention (RNC) came to town. Protesters, reporters, delegates and security personnel converged on Cleveland for the week-long political convention, this time accompanied by a foreboding prediction of mayhem and riots in the streets.

Newspapers across the country ran with headlines like "Massive demonstrations expected" and "Cleveland is bracing for the worst." Within two weeks of the convention, two highly charged incidents of police killings would occur, only to be followed by the fatal ambushes of police officers in Dallas, Texas and Baton Rouge, La. Against this backdrop, federal, state and local officials had their work cut out for them to ensure the potential for chaos did not come to fruition.

Tasked with ensuring the safety and security of the waterways and the maritime community, the Coast Guard also endeavored to keep the waterfront open for commercial and recreational use for the duration of the convention.

A feature unique to the convention was the implementation of First Amendment zones in the waterways where the Coast Guard allowed "persons on vessels to express their views safely." This information was widely disseminated to the boating community to help balance the need for safety while still allowing mariners a means of open expression.

With over 50,000 expected visitors, including 15,000 credentialed media from around the globe, the eyes of the world would be on Cleveland for the duration of the convention.

The security presence in the city included over 5,500 law enforcement officers, with 3,000 federal officers, 2,000 officers from police departments as far away as Hawaii, and 500 Cleveland police officers.

Planning Starts Early

Lt. Cmdr. Gina Adams, the Maritime Safety and Security Project Officer for the RNC, stepped up and volunteered for the demanding position that began almost one year ago. A reservist previously drilling out of Cleveland with the 9th District Response Advisory Team, Adams moved on to Station Miami after her duties at the RNC wrapped up. The formidable task she took on was multi-layered in its complexities and challenges.

Speaking in her office at the Incident Command Post located inside Base Cleveland, Adams shared some of her experiences with the 11 months of full-time planning that went into the operation. Over the course of those 11 months, Adams collaborated with over 25 federal, state and local agencies. "Working alongside and learning from various agencies was a privilege and made this go smoothly," Adams noted.

Termed a National Special Security Event, the Secret Service took on the role of lead agency. This complex coordination of multiple agencies consisted of multiple locations with a coordinated communication plan and monitoring system intended to keep the thousands of residents, visitors and dignitaries safe.

"I could not have done this without the assistance of so many others," Adams said. "This was truly a collaborative effort from start to finish. The Secret Service, FBI, Customs and Border Protection, the City of Cleveland, and numerous other state and local agencies were great partners to work with throughout all stages of planning."

In addition to planning, more than 60 reservists were involved in key roles building up to and throughout the convention week, in jobs as diverse as plainclothes officers, security forces, medical staff and liaison officers in one of the several communication hubs spread across the city.

Here is a sampling of the experiences that some of the reservists shared during the course of the RNC in Cleveland.



Members of Port Security Unit 309 practice a spinal mobilization drill as part of medical preparations for their on-site medical clinic during the RNC.

Communication

Within the Incident Command Post (ICP), a special intelligence section was set up to help with coordination and counter-surveillance. The ICP worked directly with the Intelligence Operation Center run by the FBI.

The Coast Guard relied on liaisons distributed in key locations throughout the city to keep the information flow timely and efficient. The Multi-Agency Coordination Center (MACC) served as the central communication hub for the 73 federal, state and local agencies involved in ensuring safety and security at the week-long convention.

Inside the MACC, a giant panoramic screen dominated the room. Broken up into multiple feeds from locations throughout the city, the screen also included aerial footage from helicopters and drones. Additionally, a live feed from the convention also played. Observing all of this were civilian and military personnel who were manning the phones, passing information to colleagues in the room, and working on their computers. The constant buzz of activity went on around the clock.

Trying to scarf down a not-altogether scrumptious meal of frozen chicken pot pie before getting back to his post inside the MACC, Lt. Cmdr. Ben Gullo took a few moments to share his role as one of three Coast Guard liaison officers at the MACC.

He noted the MACC's utility at speeding up the flow of information shared between agencies, thereby making everyone's job easier and allowing the most appropriate agency to step in with very little lapse in time in the event of an incident. While explaining the work of a liaison officer at the MACC, Gullo had to take a call about an issue that had arisen in the city, providing a good example of the seamless coordination between multiple agencies.

When he returned, he shared some of the details. A group claiming to be a news agency approached one of the Coast Guard's facilities in the city, attempting to enter. The security team had no way of vetting the group's story or the validity of the credentials they were holding. A member of the security team called the incident command at Base Cleveland, where a

watchstander routed the call to Gullo at the MACC. Gullo passed on the information to the Cleveland Police, who were able to respond immediately and vet the media personnel. This whole sequence transpired within a matter of minutes and the issue was quickly resolved.

"Without the coordination system of the MACC and the interagency communication lines that it opens, this relatively benign situation could easily have taken much longer to resolve," Gullo said.

Security

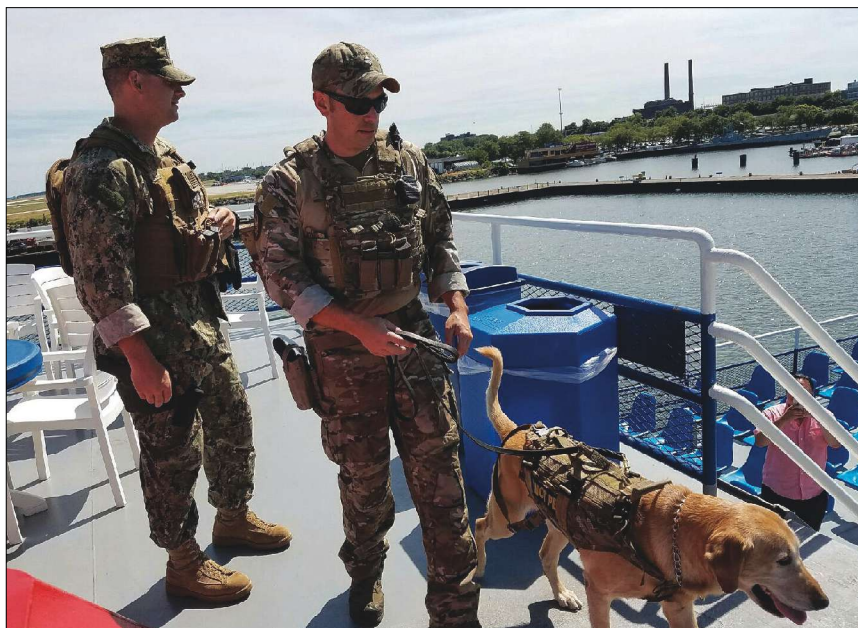
Base Cleveland sits adjacent to the Rock and Roll Hall of Fame on the shores of Lake Erie. In addition to the ICP, the base also housed Maritime Safety and Security Team (MSST) personnel, along with 14 MSST boats that were used for security and patrol on Lake Erie and on the Cuyahoga River, whose serpentine path cuts through the core of the city. Base Cleveland is also home to the Marine Safety Unit Cleveland and Station Cleveland Harbor, both of which continued to run normal operations throughout the week. Additionally, the Secret Service used the base to secure several of its own assets used for the RNC.

Twenty-six members from Port Security Unit 309, based in Port Clinton, Ohio, volunteered to take on the responsibility of keeping all of the people and assets within Base Cleveland safe. The security team's responsibilities included force protection, vetting vehicles attempting to come on base, and conducting roving patrols around the perimeter included the job responsibilities of the security team.

Petty Officer 3rd Class Chris Salyer, a Maritime Enforcement (ME) specialist, jumped at the opportunity for what would be his first real-world mission.

"Working with the Secret Service and the FBI guys is a great opportunity that doesn't come around very often," Salyer said, speaking from his security post at the base entrance.

Salyer also described some of the devices he and the other ME's were using, including a radiation detection device and a four-gas analyzer used to measure particulates in the air and overall air quality.



A dog handler with the Maritime Security Response Team and ME1 Cole Daniel from PSU 309 inspect a passenger ferry during the RNC.

Working at the RNC provided a divergent mission objective for the Port Security Unit, which is normally intended for overseas deployments. The RNC represented the first time the PSU integrated into this type of national event.

"This is a great opportunity to showcase the versatility of Port Security Units," said Chief Richard Shaffer from Sector Buffalo, a supervisor for security operations at the base during the RNC. Shaffer, a 20-year veteran, went on to explain that the experience reservists at the PSU gain from a domestic event is unique and unlike his previous overseas deployments.

That versatility included an on-site medical clinic, as well as providing food services in conjunction with the Coast Guard Auxiliary. At the outset of the five-day convention, PSU medical staff had already treated a Secret Service agent and a boat crew member from Station Cleveland Harbor.

Keeping Tabs on Potential Unrest

With the streets of downtown Cleveland transformed with media, police, RNC attendees, protesters and native Clevelanders going about their workday, public spaces were packed with ample potential for unrest. Enter Scott Brown, one of several investigators working for the Coast Guard Investigative Service in a plainclothes capacity for the event.

Brown, a 12-year Reserve veteran working out of CGIS's Seattle office, described his primary duties as blending in with the general public and reporting back on street-level activity, trying not to come out of cover unless the situation absolutely required it.

"The constantly shifting dynamics of what's happening in the streets makes this an extremely interesting assignment that I'm proud to be a part of," Brown said.

The goal for Brown and the other agents is to get a pulse of what's being said and done on the street from the various protesters, or from individuals who may be planning something that puts others in danger.

Through the various communication channels set up for the RNC, Brown shared an example of how interagency cooperation makes his job easier. He and his partner were on the lookout for a person attempting to breach security. They spotted a man matching the description, keeping surveillance on him until local uniformed officers could take over, all while remaining undercover.

Flexibility is the key for Brown and the other undercover investigators. The protests don't follow fixed schedules or take place in specific locations; they are highly decentralized and often seem to form spontaneously, carrying an aura of unpredictability.

The RNC represents two firsts for Brown's Coast Guard career: It's his first large-scale national event and his first time going undercover for CGIS. As a sergeant in the Pierce County Sheriff's Office in Tacoma, Washington, Brown has an extensive undercover resume.

Firehouse 21

On a normal day, traveling from Base Cleveland to Firehouse 21 is at most a 10-minute drive. With streets blocked off and traffic clogging every artery in the city, in

addition to the masses of people and police patrolling every corridor, a 20-minute boat ride is by far the fastest way.

Manning the security access gate that rings the perimeter of the firehouse is Chief Roger Rebman, a boatswain's mate from Sector Buffalo. Critical to operations due to its strategic location on the Cuyahoga River, the firehouse sits within a couple of hundred yards from Quicken Loans Arena, where the convention took place.

Upon first encountering Rebman, it's not the least bit surprising to find out that he served in the presidential honor guard, representing the Coast Guard in that role for three memorable years early on in his 26-year career. Only highly motivated individuals with exceptionally high standards of appearance and conduct are chosen to be members of the Presidential Honor Guard.

"That experience began a lifelong passion for me. I've had the distinct privilege of serving as an honor guard in 600 funerals and counting," Rebman said. He shared that he became an honor guard 19 years ago for the city of Rochester Fire Department, where he works as a firefighter.

As a member of the security unit at Firehouse 21, Rebman's job that week involved force protection for personnel and the grounds. He also developed, along with another member of the security team, a special evacuation plan for Firehouse 21 that accounted for all personnel and assets in the event of an emergency maritime evacuation.

The grounds of the firehouse included National Strike Force personnel and one of their mobile units (Base Cleveland served as the other location with a National Strike Force presence). Additionally, the Maritime Security Response Team had tactical boats and personnel on hand as well.

The National Strike Force deploys for any large-scale national event such as the Super Bowl or the recent U.S. visit from Pope Francis. Strike teams are made up of Coast Guard members from multiple ratings to cover the vast array of potential hazards in a large-scale operation. Marine Safety Technician Richard Forte, an active duty first-class petty officer from the Atlanta Strike Team, briefly explained the job he and his fellow team members perform.

"We are the Coast Guard's chemical, biological, radiological, nuclear and hazmat response team. Our role is to have a hazmat team on standby in the event of a situation that requires our intervention, specifically for our maritime first responders."

Dominic Doldo, a Chief Warrant Officer 3 from Sector Buffalo, served as the staging area manager for Firehouse 21. Inside the cavernous firehouse, a few of the firefighters were busy prepping that day's lunch in the kitchen. Sitting among them to discuss his



A protest march in Public Square, downtown Cleveland, during the RNC.

responsibilities leading up to and during the convention was Mr. Doldo, whose palpable excitement about "this awesome experience" seemed to permeate the entire firehouse.

"This is a once-in-a-lifetime opportunity in that the convention is taking place in a city within our sector and with a large maritime nexus, giving the Coast Guard a substantial role," Doldo noted. "I love the chance to serve alongside my shipmates in such a unique capacity."

He praised the firefighters who opened up their work and living spaces to the Coast Guard for the week, offering up hot meals and fellowship around the clock.

A Prediction to Count On

The dire predictions of unruly protest in Cleveland were ultimately not borne out. The massive effort on the part of law enforcement, the Coast Guard and its partner agencies may be a central reason why.

For the reservists who took part in this national event, the experience gleaned and sense of pride in serving during such a unique, large-scale mission is worthy of note. They all came away with an invaluable experience that is not possible to replicate in a training environment. They filled crucial roles throughout the ICP, in addition to providing security, medical care, undercover law enforcement services and intelligence support.

Unlike the ominous forecasts preceding the convention, the prediction offered up by Mr. Doldo will stand the test of time. When a junior Coast Guard member expressed misgivings about the convention and was reluctant to volunteer, Doldo reminded him: "We train for opportunities like this. This convention will come and go. But the pride you get from serving will last your career and beyond."

**— Story and photos by
PA2 Paul Dragin, 9th District External Affairs**

Coast Guard Reservist serves as member of US Delegation to European Reserve Officer Organization



Participants of the 2016 CIMEX representing Denmark, France, Germany, Hungary, the Netherlands, Poland, South Africa, Spain, Switzerland, the UK and the United States.

Spanish Army Photo

The Inter-allied Confederation of Reserve Officers, commonly referred to by its French acronym of CIOR, represents the interests of over 1.3 million reservists across 36 participating nations within and beyond NATO, making CIOR the world's largest military reserve officer organization. The CIOR has two main roles: to provide advice on Reserve issues and support to the NATO Alliance, and to foster the professional development of reserve officers.

The CIOR coordinates a number of exercises and events to build cooperation and interoperability, share best practices and discuss common issues of importance to Reserve forces. The Coast Guard has historically been underrepresented or not represented at all in this organization.

Last year Lt. Eric Driggs, a Coast Guard reservist, was selected as a delegate representing the United States. He serves on the Civil-Military Committee (CIMIC) which focuses on professional exchange among liaison and civil affairs military professionals. The committee also explores ways of improving coordination in humanitarian aid missions, aid to civil authorities, and interaction with non-governmental organizations and International Organizations. The CIMIC is also responsible for the coordination and execution of an annual Civil-Military Exercise, or CIMEX.

This year's CIMEX took place in the Spanish Army's Engineering Academy outside of Madrid, Spain from July 30 through August 2 and included 24 participants from 11 countries. With the European continent facing issues related to large-scale population movements, the exercise focused on civil-military issues related to migration and potential uses of Reserve forces in response to mass migration.

Due to the high number of migrants attempting to reach Europe by sea, Lt. Driggs was asked to provide a briefing on the unique logistical and humanitarian challenges of maritime migration based on Coast Guard experience in the Caribbean.

"Lt. Driggs' briefing on maritime migration and participation were especially critical during this year's annual CIOR CIMEX. The

overarching goal of these international exchanges is to enhance our partnerships and share best practices," noted Col. Vanessa Dornhoefer, USAF and Chairman of the CIOR CIMIC Committee. "As a citizen-Coast Guardsman, Lt. Driggs' also addressed two specific challenges facing our European allies. First, he shared the proven record and expertise of the U.S. Coast Guard to handle mass migration at sea by sharing many of his own experiences at U.S. Southern Command. Second, he emphasized the importance of the unique civil-military skill sets of reservists and the rapidly growing need for these skills in complex security environments. I believe that whether it be countering foreign fighter flow, international trafficking or mass migration, the role of CIMIC-trained reservists like Lt. Driggs is more important now than ever before."



Lt. Eric Driggs, USCGR, provides information on the challenges of responding to maritime migration.

Photo by Simon LeFevre, Royal Netherlands Army Reserve



CWO Kevin Cador of MSD Cincinnati delivers the game ball to the pitcher's mound during pregame activities at Great American Ball Park, August 4. The Reds hosted members of the Marine Safety Detachment to honor the 226th birthday of the Coast Guard and the 75th anniversary of the Coast Guard Reserve.

Cincinnati Reds Recognize the Coast Guard and Coast Guard Reserve

When it comes to honoring the men and women who wear our nation's uniform, both past and present, nobody does it better than America's oldest professional baseball team, the Cincinnati Reds. Nestled between towering skyscrapers and the bluegrass of Kentucky to its south, Great American Ball Park stands as a gem on the banks of the mighty Ohio River. On August 4, 2016, the Reds hosted members of Marine Safety Detachment (MSD) Cincinnati to honor the 226th birthday of the Coast Guard.

Certain Reds games throughout the baseball season are promoted as "Military Appreciation Days" which honor each of the five branches of the Armed Forces. The ownership and management of the Reds always go above and beyond to reach out to local military units in the local area, including Marine Safety Detachment Cincinnati, which is located about five miles west of the ballpark. In honor of this year's Coast Guard Day, pregame activities included a color guard consisting of members of the MSD and Coast Guard Auxiliary, delivery of the game ball to the pitcher's mound by Chief Warrant Officer (CWO) Kevin Cador and a scoreboard announcement of the 226th birthday and the 75th anniversary of the Coast Guard Reserve.

Most people in the heartland, especially in landlocked cities like Cincinnati, may not think much about how the Coast Guard is in their communities or how their lives are touched by the men and women who call themselves Coasties. Having an opportunity to represent the Coast Guard is something that the members of MSD Cincinnati look forward to.

CWO Cador, who has been stationed at the MSD for the past two years, understands why people ask about the role they play. "The Coast Guard is everywhere you wouldn't expect us to be. I get asked all the time 'What is the Coast Guard doing here?' My answer is that the Ohio River is a major part of commerce in the United States and our role here is very important."

MSD Cincinnati is a small unit that includes reservists, and having the Reds recognize them is something they are thankful for.

"For us here in Cincinnati we are interacting with the public quite a bit, whether it is participating in some type of incident on the Ohio River or spectators who are out on the water for some of the events like the annual Labor Day fireworks show. To make sure they are safe, we work with different partners, including Auxiliarists," Cador said. "We work with folks from Ohio, Kentucky and Indiana including firefighters, police and water rescue services in the three states and various counties in the region. It is nice that the Reds involve us every year in some way."

The Reds are a team and fan base that is rich in its history and tradition. When it comes to the tradition of honoring our country's armed forces they are without equal. Baseball, summer and the military...it doesn't get much more American than that.

— Story and Photo by
PA3 Joel Altman, 9th District Public Affairs



The CGC KENNEBEC at the 40th Norfolk Harborfest. Photo By Lt. Paul Farris

USCG Reservists supporting the 40th Norfolk Harborfest

In June 2015, the Reserve LANTAREA Incident Management Team (LANT-35 IM Reserve) expanded to include the majority of Select Reserve (SELRES) billets assigned to Atlantic Area Command (LANTAREA). The purpose of pulling the billets from other departments was two-fold: to provide engaging, meaningful work to SELRES members consistent with the mission of preparing to meet contingency and mobilization requirements, as well as, provide a qualified and available Incident Management Team (IMT) to relieve the active component in the event of a large complex incident.

In order to meet surge staffing in the event of a major incident, the LANT 35IM Reserve leadership, in partnership with their active duty counterparts, began the work of identifying opportunities for reservists that would lead to sign offs of Incident Command System (ICS) Personnel Qualification Standards (PQS). As outlined in the Area's Incident Management Team (IMT) policy, officers at the Lt. Cmdr. to Cmdr. rank are to complete the Planning Section Chief (PSC) PQS and offers lieutenant and below to complete the Situation Unit Leader (SITL) PQS. Typically, opportunities to serve in these roles during actual incidents or in exercises are few and far between for reservists. This makes the average time for full qualification in PSC and SITL significantly longer than for active personnel.

In February 2016, recognizing that training opportunities are scarce, LANT-35 IM reservists, along with staff personnel from the 5th District and Sector Hampton Roads, initiated joint planning activities for their participation during the 2016 Norfolk Harborfest® scheduled for June 9-12, 2016, in Norfolk, Va. The Norfolk Harborfest® is known as America's largest, longest-running free maritime festival. The festival is held

annually on the Norfolk historic waterfront. The festival consists of activities on land and sea including a Parade of Sail, artisan foods and beverages, work boat races and one of the largest fireworks shows on the East Coast.

Sector Hampton Roads and its sub-units have traditionally participated in Harborfest®, whether in the Parade of Sail or other air and sea demonstrations, or in providing waterfront security and escort to vessels. This year was no different in that respect, including the involvement of Sector Hampton Roads reservists in running the Incident Command Post (ICP) as part of the Coast Guard's involvement.

Harborfest® draws thousands of visitors to the Norfolk waterfront by boat and land increasing risk to security and maritime safety. The Coast Guard is a key element in addressing those increased risks and ensuring the safety and well-being of all participants and attendees. This year, the LANTAREA-35IM and 5th District reservists joined the Sector Hampton Roads team to run the ICP. This engagement provided more than 50 reservists an opportunity to demonstrate ICS skills and obtain PQS sign offs to document their knowledge and participation. By manning ICS positions including PSC, Operations Section Chief, Logistics Section Chief, Documentation Unit Leader, Resources Unit Leader and SITL, reservists were able to make significant progress towards their respective qualifications and dramatically reduce the average time to obtain an ICS position-specific qualification.

During the Harborfest® all incident management personnel from Coast Guard, CG Auxiliary units and both the Norfolk Police and Hampton Police marine units reported to the ICP located at the Portsmouth Naval Medical Center across the

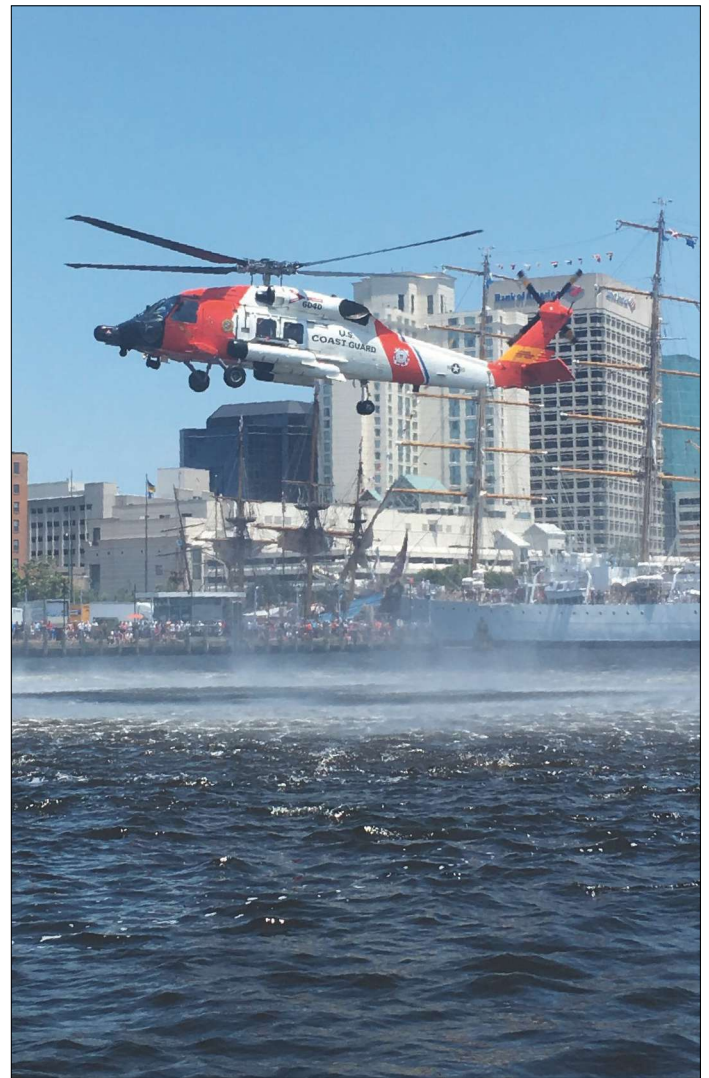
Elizabeth River from the Norfolk waterfront. The ICP was a Virginia Port Authority emergency response trailer outfitted with a TV and camera, a communications suite, and a small conference room and table. The site had ready access to a dock where the Auxiliary boats, local police marine units and CGC KENNEBEC were tied up. The ICP also had a clear visual view of the Norfolk Waterside area where the festivities were occurring. Upon reporting for duty, all personnel were required to check-in and review the event Incident Action Plan (IAP) and familiarize themselves with the schedule of events and any high-risk maritime related activities.

Each day of the event a 0930 Operations Brief occurred to present the day's schedule of events, identify any safety and operational issues the Incident Commander needed to be aware of, as well as, outline the plan for Coast Guard operations that day. With bright sun, high humidity, and temperatures in the high 90s, heat/sun related illnesses and dehydration were flagged as the most significant safety concerns. The fireworks display was also identified as a high risk event.

Throughout the 3-day event, Cmdr. Patrick Petrarca and Lt. Cmdr. Laura Decena, both assigned to LANT 35IM, took charge of verifying and signing off ICS PQS as Area, 5th District and Sector Hampton Roads reservists fulfilled key roles in the ICS structure alongside their qualified counter-parts. While the reservists continued to provide security and ensure safety of personnel throughout the event, they also increased their knowledge and readiness to perform in an ICP. For district and sector reserve personnel this was a unique opportunity to work on their collateral ICS qualifications while LANTAREA-35IM reservists benefitted from the opportunity to meet their training and readiness requirements. All personnel that participated completed at least 50% of their required PQS with many members fully completing their PQS tasks.

Through the leadership and thorough planning conducted by Sector Hampton Roads with LANT 35IM and the 5th District, more than 50 reservists helped assist with another successful and safe maritime event while simultaneously increasing their readiness for future events and incidents.

— *Story by Lt. Cmdr. Jennifer Luik,
LANT-35 IM*



Norfolk Harborfest SAR Demo Photo By Lt. Paul Farris



Norfolk Harborfest Incident Command Post. Photo by Cmdr. John Settle

CG Reservists sharpen IT skills during maiden training voyage with the Army

Eleven United States Coast Guard (USCG) reservists from across the Pacific Northwest spent two weeks at the Tobyhanna Army Depot in Pennsylvania for a training mission significant for both the depot and the unit.

"We don't get down to the component level during day-to-day operations, which is why we're here," said Lt. Cmdr. Kevin Shmihluk. "All of our guys are IT (information technology) field technicians, so for us this is a great way to practice those seldom used skills and educate ourselves as to how things work at the depot level."

The visit also marked the first time a USCG unit has come to Tobyhanna for training.

The reservists, from USCG Base Seattle's C4IT (Command, Control, Communications, Computers and Information Technology) Department, were taught troubleshooting theory and were introduced to component-level repair of various communications systems. The department provides technical support for all Coast Guard electronic systems operated in the Pacific Northwest and maintains a wide variety of electronics equipment on small boats, shore units and patrol boats through a maintenance contract.

Sector San Diego Reservist Recognized for rescue response

For going above and beyond the call of duty, Petty Officer Second Class Kristian Redner, who's stationed at Coast Guard Station San Diego, was selected 11th District's Reserve Enlisted Person of the Quarter.

On the night of Feb. 20, a 25-foot fishing vessel hit the shoreline rocks outside Station San Diego. The collision resulted in a passenger of the boat sustaining serious injuries. Redner, a boatswain's mate, was getting ready to go home after completing his drill period when he heard the call. He immediately responded to the rescue effort from shore, using an abandoned rowboat he found on the Sector San Diego property.

"We could hear [the injured man] screaming," said BM2 Redner. "There was no good way to get to him and carry him out on a stretcher so we used the rowboat as a transport to get him to shore."

"Due to his ability to think outside the box, he was able to manage the situation, get the people off the rocks, and bring them to safety," said Chief Petty Officer Aaron Insko, Redner's Section Chief.

BM2 Redner explained that it was teamwork that made the rescue a success. "Everyone [involved] knew what needed to be done and we worked together to figure it all out," he said.

Valued as a team member, BM2 Redner also has taken on a role as mentor. As a qualified coxswain on both the 45-foot Response Boat Medium and the 33-foot Special Purpose Craft, he has been a key player in the development of the junior members in his section. Chief Insko explained that, "[mentorship] is one of

those roles that some people just naturally step into and he does a phenomenal job at it."

Unfulfilled by a job in sales, BM2 Redner joined the Coast Guard at the age of 32 and served on active duty. "I wanted to do something where I felt like I was contributing more [to society]," expressed BM2 Redner. His family's history of military service also inspired him to join. His wife, father and father-in-law have also served in other branches of the military.

After serving four years of active duty at Station San Diego, BM2 Redner joined the Reserve. His active duty experience at the station provides additional knowledge and expertise to his Reserve shipmates. He assists wherever he can in qualifying members and helping them to maintain those qualifications.

"The nice thing about our unit is everyone trusts each other," said BM2 Redner. "There is nothing more important than teamwork."

BM2 Redner was recognized during a Sector San Diego Reserve personnel All-Hands meeting, on June 16. "I'm not used to this kind of attention, but it's nice to be recognized," said the award recipient.

When asked why BM2 Redner was selected for this honor, Chief Insko responded, "He's one of the petty officers



BM2 Kristian Redner is shown here with his wife Cassie and daughter Cecilia during the June 16, 2016, award presentation at Sector San Diego Reserve All Hands.

that we truly rely on due to his prior experience at the station and his overall willingness to step up. If there's something that needs to get done, BM2 Redner is the individual that can make it happen."

— Story by PA1 Gina Ruoti
11th District Public Affairs

The department is comprised of reservists from five states — Washington, Oregon, California, Arizona and Alaska — most of which have to travel a great distance for training, so the trade-off was to either convene in Seattle for a standard annual training (AT) iteration or travel to Tobyhanna for a new AT mission. Shmihluk said the support from their chain of command encouraged them to take advantage of the training opportunity at the depot.

“When our leadership heard we had the chance to come to Tobyhanna they got behind us right away and urged us to take as many things back home to share the knowledge,” he said, adding that their visit will serve as a template for future training missions to Tobyhanna and other depots.

Chief Warrant Officer Paul Bostwick said there was no shortage of volunteers lined up for the trip.

“A lot of times, putting something together like this is like pulling teeth. I didn’t have that problem this time around,” he said. “I told my guys, ‘We’re going to Tobyhanna,’ and we actually had to turn people back.

“The guys were really psyched about the opportunity because they don’t often get to see this level of granularity. I’ve seen a lot of light bulbs go off and wheels spinning the last two weeks.”

Week one consisted of electronics troubleshooting and theory simulation classes while week two focused on hands-on learning, creating opportunities for the reservists to work with unfamiliar systems.

“I’ve gotten to use some machines I have never seen before,” said Petty Officer 2nd Class Vince Castaldi. “As a field tech I’ll probably never use an oscilloscope, but learning half-stepping and going from input to output is usable in many scenarios.”

Scranton resident Mark Butler, training instructor in the depot’s Resource Management Directorate, led the System Troubleshooting Course and commended the reservists on their effort, citing their interest in the material, support for one another, diligence in carrying out tasks and initiative to complete additional exercises to refine their skills.

While expectations were varied prior to making the trek to Northeastern Pennsylvania, one thing was unanimously appreciated throughout the unit’s stay.

“The accommodations here are incredible,” said Petty Officer 1st Class Phil Cyphers, adding that support staff around the depot led to an exceptional experience. “Our time at Tobyhanna has been well spent and a lot of that is thanks to the great instructors you have here.”

Bostwick agreed that depot personnel were instrumental in conducting such a successful course.

“Tobyhanna compares very favorably to other places we’ve gone for training. There are some things that you do here that far



From left, Petty Officer 2nd Class Brian Aebi, Petty Officer 1st Class Phil Cyphers, Chief Petty Officer Daniel Nietling and Petty Officer 2nd Class Bjorn Tovsrud practice soldering on a Single Channel Ground and Airborne Radio System (SINGARS) power supply with the instruction of Electronics Mechanic Joseph Rossi. Rossi, a resident of Luzerne, works in Tobyhanna Army Depot’s SINGARS Section.

U.S. Army photo by Steve Grzedzinski

exceed what the Navy is doing,” he said. “Flexibility was key to making everything come together.”

Despite only two weeks of training, Shmihluk said there are many takeaways from the unit’s time here including an appreciation for component-level repair and what a depot can do.

“I think our guys will have more pride for what they’re a part of after seeing operations at this level,” said Shmihluk. “They’re going to walk away with more knowledge and ideas about how they can carry out their duties more effectively. “We would come back in a heartbeat.”

Tobyhanna Army Depot is a recognized leader in providing world-class logistics support for C4ISR systems across the Department of Defense. Tobyhanna’s Corporate Philosophy, dedicated work force and electronics expertise ensure the depot is the Joint C4ISR provider of choice for all branches of the Armed Forces and industry partners.

Tobyhanna’s unparalleled capabilities include full-spectrum logistics support for sustainment, overhaul and repair, fabrication and manufacturing, engineering design and development, systems integration, post production software support, technology insertion, modification, foreign military sales and global field support to our Joint Warfighters.

About 3,200 personnel are employed at Tobyhanna, which is located in the Pocono Mountains of northeastern Pennsylvania. Tobyhanna Army Depot is part of the U.S. Army Communications-Electronics Command. Headquartered at Aberdeen Proving Ground, Maryland, the command’s mission is to research, develop, acquire, field and sustain communications, command, control computer, intelligence, electronic warfare and sensors capabilities for the Armed Forces.

— *Story by Justin Eimers,
Tobyhanna Army Depot*



Machinery Technician 3rd Class Michael Scott performs maintenance on a Detroit Diesel engine aboard Station Cape May's Response Boat Medium, 45665.

SFO Atlantic City Looks to Put Reservists in Positions to Succeed

As the Coast Guard Reserve's 75th year comes to an end and we recall past challenges and successes, we acknowledge that the component's continuing role will be linked to the lessons of the past and shaped by current and future requirements. An example of this continuing evolution can be found in the Reserve engineering rates. Lead by the Director of Logistics (DOL), the successful pilot and implementation of the Reserve Maintenance Assist teams (RMAT) has refocused the training of Reserve machinery technicians (MK), damage controlmen (DC) and electrician's mates (EM) as they have begun to populate engineering shops across the Coast Guard.

Reserve engineering personnel assigned to Coast Guard Sectors, like Sector Delaware Bay, have also been affected by the shifting emphasis on contingency response capabilities and competencies. Embracing this new reality, Sector Delaware Bay has proactively addressed how it organizes and trains reservists in engineering ratings. As recently as February 2016, the Sector Field Office (SFO) located at Coast Guard Air Station Atlantic City had primarily senior Reserve engineering personnel assigned. Beginning in March, reservists who performed at duty Stations Atlantic City, Barnegat Light, Indian River and Philadelphia, and were in engineering ratings, began being re-assigned to the SFO. Since the process began 18 junior MKs (E-4 to E-6) joined the four MKCs already assigned. Several DCs and EMs also began to drill at the SFO engineering shop.

From the beginning, transitioning from station life to the

SFO has been challenging for both the Reserve workforce and their active duty counterparts. Members describe a different tempo working at SFO compared to a station as their utilization has changed from operations to mission support. All of the changes, additional training and influx of individuals has tripled the number of reservists, making it difficult to coordinate berthing and transportation to the different work sites. To address this situation it was decided to split the Reserve members into two sections that drill on the second and third weekends of each month. The mission is to mimic the active duty and to provide maintenance support to the three 87' cutters home ported at Cape May, N.J., and the 6 small boat stations within the sector's area of responsibility.

"We are the (extra) helping hands. We want it to be a good experience for the active duty; to work together with them and find that path to change," said MKC James Dec, one of the Reserve Section Chiefs.

The sections are separated into teams and tackle work lists which are created by their active duty counterparts. Chief Dec describes the relationship and changes as "falling forward" with both active and Reserve members working together to iron out the kinks.

MKCM Thomas LePage, the SFO's Senior Enlisted Reserve Advisor (SERA), has been the driving force to create a work environment that not only is cohesive but enriching by engaging with the junior members. He is very involved in their

development by working to assign relevant qualifications that better align with shore and cutter maintenance support. These include MTU Diesel Engine Tech for MKs and EMs and welding for DCs. The main priority is to get Reserve personal trained and proficient by providing assistance and support to the surrounding cutters during part or all of their 2-week active duty period.

Lt. Luke Maleski, of the Sector's Reserve Force Readiness Staff, stated that there is a need for MKs skill set. "It's using the resources at the local level to get the best result. They have been getting out in the field. The crews are performing maintenance on the 87's and at the stations. They're building proficiency through gainful employment."

Lt. Maleski recalls a time shortly after he enlisted into the Coast Guard in 2000, when he was a fireman (FN) stationed at the then Station Small Indian River. The Reserve MKs would come in to augment the active duty by working on the boats. "They taught me a lot as a young FN. They had a lot of knowledge from both their Coast Guard and civilian careers. Now, like then, it makes a lot of sense to utilize our assets where they are needed most."

To optimize the interaction between the active and Reserve, senior leadership is looking for ways to use its resources affectively and proficiently. For example, steps are being made to collaborate more closely with the active crew to better understand the cutter's schedule, including plans of upcoming repairs or overhauling of electrical or mechanical equipment aboard. Knowing about future repairs that are in the works, such as an upcoming red-gear change out, would make it possible to notify and plan for the Reserve personnel to be involved. "Our main goal is to get the Reserve crew qualified so that they can come in and perform missions just as the active duty does every day," noted Chief Dec.

Positive responses and support by the active duty commands is also helping the relationship. "To attain this training and knowledge for the qualifications within the allotted drill time takes effort by all parties. It has been a challenge, but we are working on it. We will get them there," stated BMC Kristopher Knowles, Executive Petty Officer at Station Cape May.

Training reservists utilizes an on-the-job approach in which the most experienced member takes the lead in training the junior personnel. The success of this approach has been reflected in the advancement of several petty officers.

A sense of camaraderie, similar to that of one of a underway crew, has created a team spirit that gets the job done in a manner where rank does not outweigh knowledge and experience. Working as a team has also helped bond the SFO reservists. They start a job together and see it through to completion as a team with personal satisfaction of a job well done.

Gaining experience while supporting everyday Coast Guard missions not only provides personal satisfaction in an individual's Coast Guard career but it can also influence their civilian career as well. MK3 Desiray Raposa previously spent her Reserve weekends at Station Coos Bay where most of her training centered on law enforcement

evolutions. Raposa, a reservist for 3 years, had been pursuing a degree in criminal justice and a career in law enforcement. Since working as part of the Engineering Department at the SFO she has returned to her love of mechanics. She has refocused her civilian career path and is pursuing a mechanical engineering degree and thinking she will reenlist. "This is the first time that I'm able to see and to work on the equipment that I'm required to know. Recently we were able to go and work on the CGC MAKO. We helped get everything accomplished prior to getting underway for patrol. Later that week we saw it (MAKO) sailing up river. It was a pretty cool to know we played a small part."

A mentorship program in which a reservist shadows and works directly with the active duty to gain knowledge and experience is an idea that is still in the development stages. It is envisioned that not only will this help to establish positive relationships with the workforces, but it will also allow for a more efficient transfer of knowledge and expertise. Also, an in-house initiative for reservists will help facilitate the training of individuals who are unable able to attend a C School. Another option being discussed is the possibility of getting reservists underway aboard a cutter. "Being on a cutter was one of the best experiences of my life. I would love to see the crew be able to have that experience," stated MKCM LePage.

— Story and Photos by
PA2 Emaia Rise, CG-1313



Machinery Technician 3rd Class Desiray Raposa works to unclog the shipboard HVAC system aboard Coast Guard Cutter IBIS.



Coast Guard Station Mayport hosts Reserve Response Boat – Medium College

Coast Guard Station Mayport, Florida, hosted more than 20 reservists from units as far away as San Juan, Puerto Rico, for the third iteration of the 7th Coast Guard District's 45-foot Response Boat—Medium (RB-M) college held Aug. 22 through Sept. 2, 2016.

The college, a condensed version of the RB-M boat school held in Yorktown, Va., is a mobile training program specifically designed to build upon the Reserve member's skillset and advance their ability to gain boatcrew, boarding team member, and engineer or coxswain competencies.

Reservists are provided a limited number of drill hours annually, but must maintain the same competency requirements as their active duty counterparts. The RB-M training was

specifically designed to equip Reserve personnel for the successful completion of the certification process and be ready for a check-ride at their home unit upon finishing the course. It also helps bridge the gap to be fully integrated alongside their active duty shipmates for both daily and contingency operations.

"The important piece here is to ensure the reservists are rapidly, professionally and safely able to respond just as efficiently and effectively as their active duty counterparts," said Chief Warrant Officer Nicholas Pavlik, commanding officer of Station Mayport.

Reserve Boatswain Mates, Machinery Technicians and Maritime Enforcement Specialists are typically assigned to Coast Guard boat stations. Normally they train within a



Coast Guard reservists from various units throughout the 7th Coast Guard District attend a weeklong RB-M school at Station Mayport, Florida to help sharpen their boat crewmember, boat engineer and coxswain skills through a mix of classroom and hands-on training.

reasonable commuting distance of where they live allowing them to become acutely familiar with the area where they will be operating. Through local connections, continuity of knowledge and operational capability, these members add a significant value to the active duty component.

Beginning in 2013, the Boat Forces Management Plan (BFMP), a comprehensive five-year initiative by the Office of Boat Forces and the Office of Reserve Affairs that supports mobilization readiness for reservists on a national scale, was implemented Coast Guard-wide. The BFMP has clearly defined requirements, new competencies and a streamlined mobilization process for Reserve members.

In 2015, Coast Guard Commandant Adm. Paul Zukunft

shifted the focus of the Reserve force to four mission areas. These include defense readiness, ports, waterways and coastal security (PWCS), incident management and response, and mission support.

Pavlik believed that achieving the new requirements would be no easy task, but from the outset Station Mayport has been fully invested in its Reserve crews and BFRMP implementation. His goal is to have two fully-qualified Reserve RB-M duty crews by the end of 2016.

Through the assistance and support of senior members at Coast Guard Sector Jacksonville and the 7th District, a three-step plan has been developed to help achieve the goal. First, Station Mayport leverages every opportunity for a Reserve



"Weekend Warriors" is a video about reservists attending RB-M Boat College at Station Mayport. Video by PA2 Anthony L. Soto.

member to receive training. This includes attending training at other stations in Florida, as well as designating the two-week period in August specifically for the Reserve RB-M training. Second, a comprehensive syllabus was created to provide reservists with the knowledge and experience necessary to prepare them for a qualification check ride. Finally, adequate funding would be in place to support the two-week training. By all accounts, Mr. Pavlik's plan has proven successful.

The RB-M college was split into two five-day sessions with two instructors from the Boat Forces Training Center in Yorktown on-site to assist with teaching the course. The course structure closely resembles college, as some of the instruction is conducted in a classroom and the other is practical.

Under the guidance of their instructors, task-oriented training was based on competency levels. Members working toward a boatcrew qualification refined skills such as obtaining a fix on the GPS, demonstrating knowledge of equipment carried on board the boat, passing the tow line, and mooring the boat to the pier. Engineers worked on boat familiarity, standard maintenance and casualty procedures. Those working toward the coxswain qualification trained in the use of navigational equipment, as well as maneuvering the boat in tight quarters, recovering a life-like dummy during man overboard drills, preparations for taking a boat in tow, transferring personnel, team coordination and leadership. At the conclusion of the first week, the crews participated in helicopter operations, a task which is a critical part of completing the performance based qualifications.

"Until recently, it took a long time to get a Reserve member qualified," said Cmdr. Michael Barton, the Senior Reserve Officer at Sector Jacksonville. "With assignment stability and authorization for the reservists to serve one [paygrade] up or one down, the unit gets a total long-term return on their training investment. With the new push for geographic and

assignment stability, reservists can get qualified, stay qualified, and will pass that knowledge to future members at the same unit for a long time."

The first iteration of the RB-M Boat college was conducted in Miami in 2014. With its success, the training has grown immensely throughout the district with Reserve members traveling from across the district to attend.

Pavlik believes the overall benefit of training the Reserve force is to have them become a predictable and capable team, ready to respond to everyday operations as well as surge operations.

"Augmentation to gain assigned competencies is the best way to train our Reserve boat force," said Pavlik. "When the Reserve personnel come in to drill for their weekend, they are augmenting the active duty force. At the same time, by responding to search and rescue and law enforcement cases as they come up, and letting them execute real-life missions, they attain and hone the very same assigned competencies they need to surge."

For Station Mayport, the concept is a proven success with a total of 27 certifications, including 11 boarding team member, six boarding officers, four RB-M crewmembers, one RB-M engineer and one RB-M coxswain since January. Four other certifications, for boatcrew and coxswain, were achieved for the 29-foot Response Boat—Small.

The boat college training model is an excellent example of a course that has been specially designed to address additional focus areas and adapt to the unique needs of the Reserve force, said Barton.

"Every ounce of effort we put into training our reservists pays dividends into the future," added Pavlik.

— Story and photos by PAC Jennifer Johnson and PA2 Anthony L. Soto, 7th District Public Affairs

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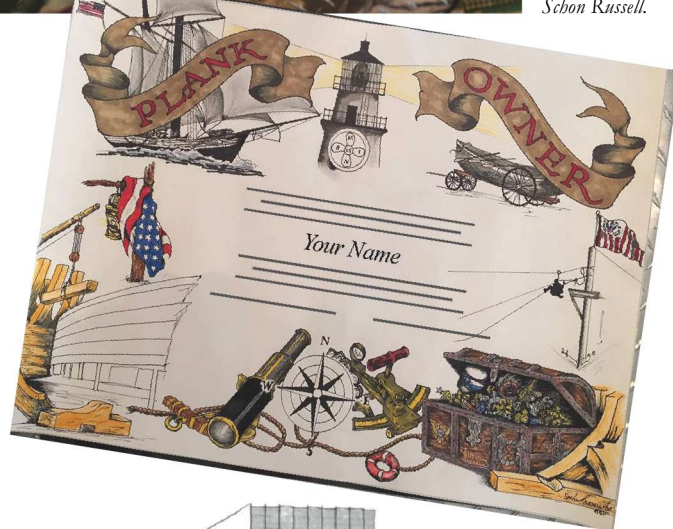
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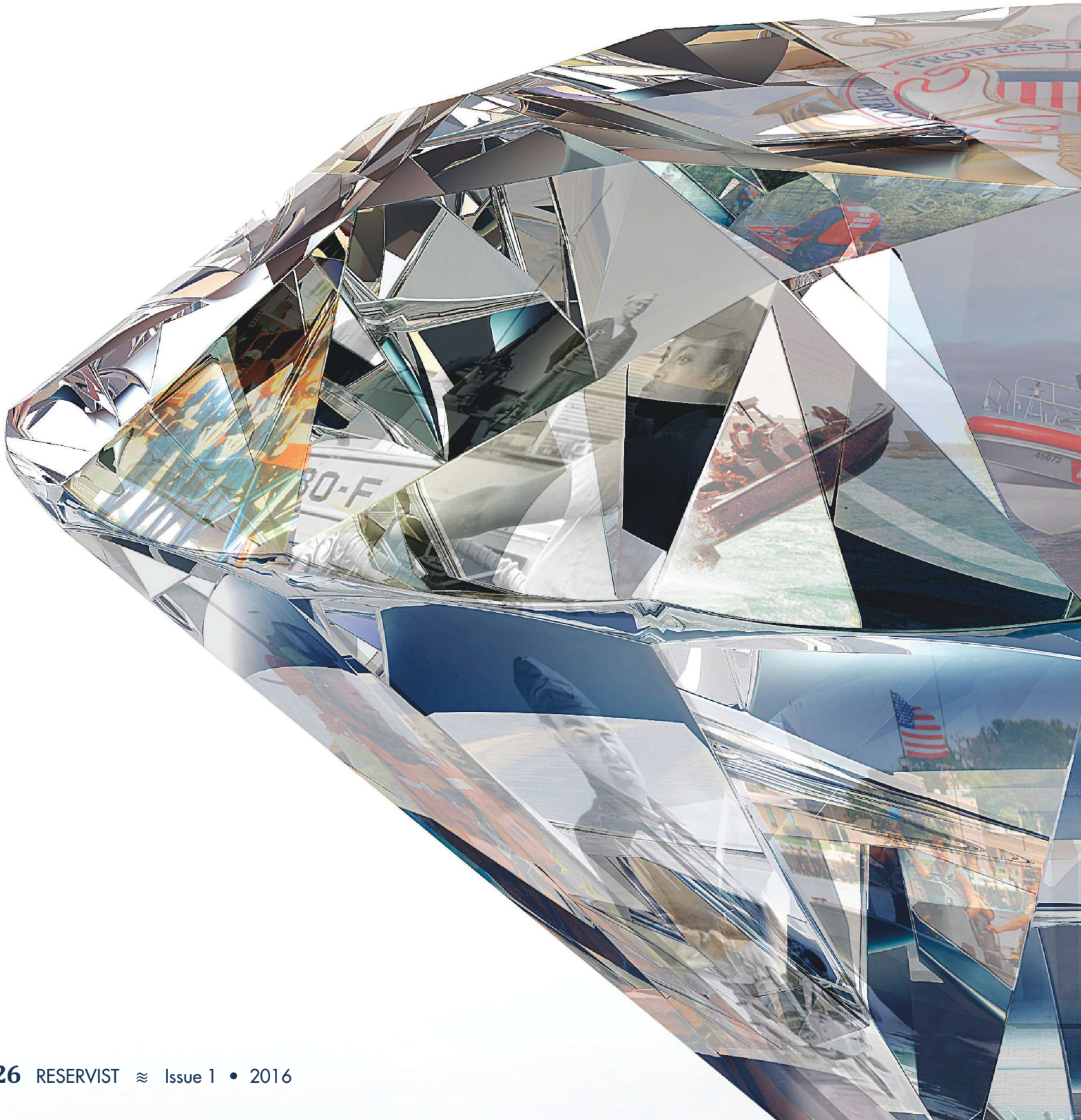


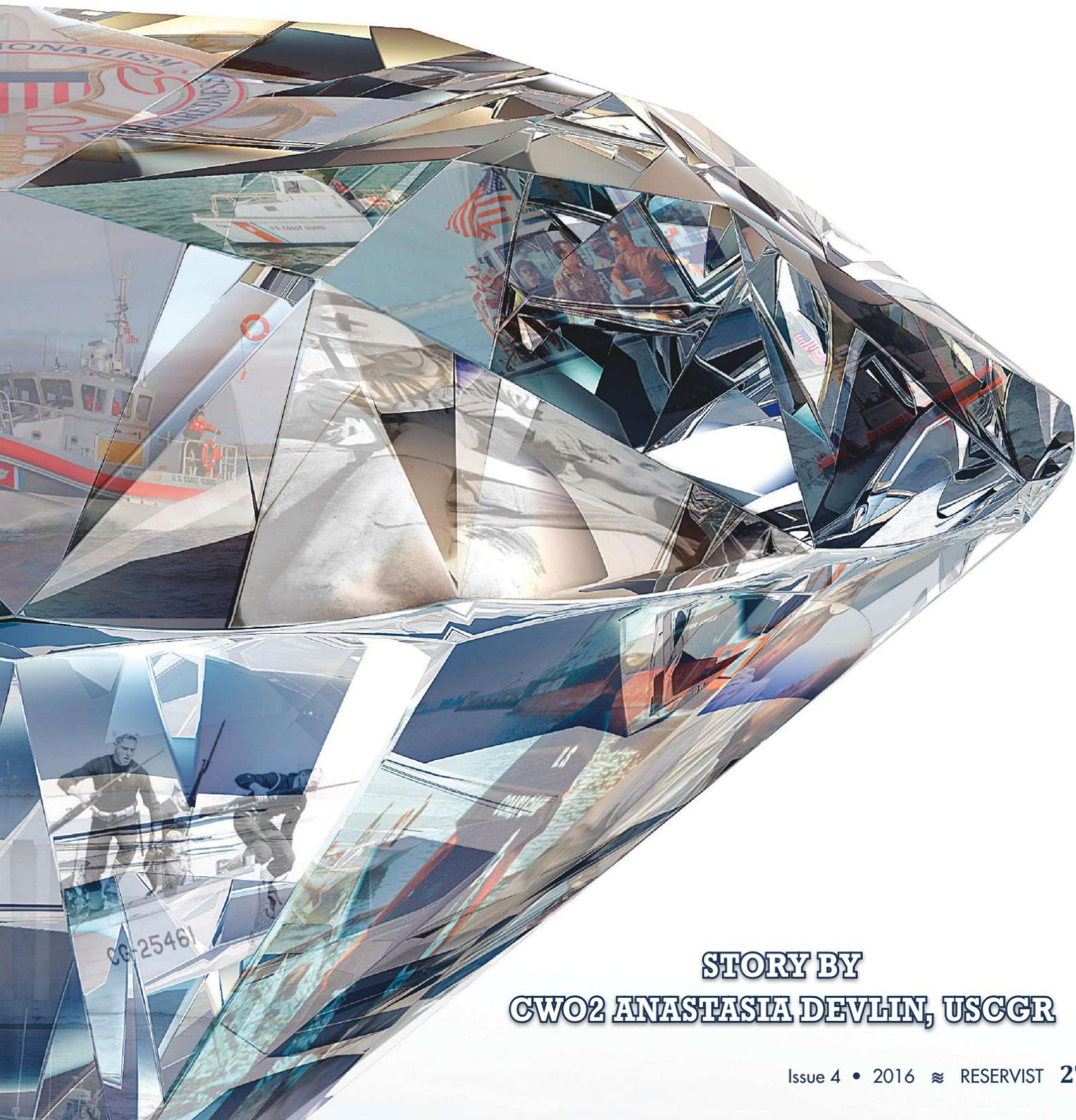
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INTO THE FUTURE





STORY BY
CWO2 ANASTASIA DEVLIN, USCGR

Issue 4 • 2016 ≈ RESERVIST 21

STORY BY

CWO2 ANASTASIA DEVLIN, USCGR



Photo by PO1 Kori Melvin, U.S. Navy

THIS IS THE FINAL OF FOUR ARTICLES WRITTEN IN RECOGNITION OF THE COAST GUARD RESERVE'S 75TH ANNIVERSARY. IN THIS ARTICLE, FOUR OF THE COMPONENT'S SENIOR LEADERS – REAR ADM. KURT HINRICHS, REAR ADM. FRANCIS "STASH" PELKOWSKI, REAR ADM. SCOTT MCKINLEY AND COAST GUARD RESERVE FORCE MASTER CHIEF ERIC JOHNSON – SHARE THEIR PERSPECTIVES ON THE ROLE OF TODAY'S RESERVE AND WHAT THEY SEE FOR ITS FUTURE.

The Coast Guard Reserve is down to its smallest size in more than 60 years – executing its four mission sets with a congressionally-authorized strength of 7,000 personnel.

Crushing budgets in recent years have forced the senior leadership of the Reserve to take a hard look at how its members operate. Surprisingly, they're not discouraged by it. In fact, they're acting on the opportunity to make the leaner force an even more focused and potent capability. Their collective approach will ensure that the missions assigned to the Reserve are being executed as strategically, efficiently and effectively as possible.

To a person, the Reserve leadership has credited the present and any future success of the Reserve to the character and resilience of its people. They're humbled to represent such a talented and loyal force.

"The Reserve Component wouldn't be able to accomplish what it does without our self-motivated professionals," said Johnson. "With good people to support them, they will always come through."

Johnson highlighted the major problem in the Reserve. "We're steaming in the same direction we were 25 years ago. Our numbers have been cut and we [continue to] do great work, but we're like a band. Our band is full of amazing musicians, but we [all] need to be on the same sheet of music, under a good conductor."

This is exactly what the Coast Guard's leadership is working on for the future of the Reserve. That music, that plan, is slowly coming together.

THE SPD AND THE WORKING GROUP

Commandant Adm. Paul Zukunft has not issued a Reserve Policy Statement. Instead, he signed a decision memo in August 2015, establishing the Coast Guard Reserve as a contingency-based workforce. The document set out four prioritized mission areas: ports, waterways, and coastal security (PWCS); defense readiness; incident management and response; and mission support.

Vice Commandant Adm. Charles D. Michel chartered an annual review and validation process to ensure that all Reserve Component activities are aligned with the contingency-based needs of the Coast Guard. The working group chartered by Michel is called the Reserve Component Force Planning Working Group (RCFPWG). The 40-plus members that constitute this group come from all levels in the organization. They're using a system that will develop proposed courses of action for the Reserve which will feed into the annual active duty planning cycle. Ultimately, this system will result in Reserve specific tasking as part of the Deputy Commandant for Operations' annual Strategic Planning Direction (SPD).

This is huge for the future of the Reserve, because operational commanders, most notably at the area and district levels, use the SPD to plan how they'll use their assets to best execute the Coast Guard's missions. Placing guidance on Reserve employment within the SPD ensures that Reserve tasking in the field will continue to align the Commandant's strategic intent. Last year was the first year the SPD provided guidance on the employment of Reserve. Put another way, the SPD has replaced the Reserve Policy Statement as the primary guidance for Reserve utilization.

This process of planning is perhaps the biggest piece of the future of the Reserve. It ensures the Reserve Component's role is continuously updated and that it's employed in the manner most useful to the Coast Guard, yet still focused on the Reserve mission sets.

(EDITOR'S NOTE: *The RCFPWG and the planning system will be covered in more detail in our next issue. The DCO SPD may be accessed on the CG Portal if working from a Coast Guard computer: <https://cg.portal.uscg.mil/communities/hcs/>***)**

After transferring from the active duty side in 1987, Rear Adm. Hinrichs has spent almost thirty years watching the role of the Reserve grow, shift, and adapt. Over the last year, in his role as the Director of Reserve and Military Personnel, Hinrichs has been responsible for managing, shaping and supporting thousands of Coast Guard reservists.

Though his plate is full with the management of two major areas of the Coast Guard, his priority for the future of the Reserve is clear: recruiting.

The need for recruiting in the Reserve is evident in the nearly 500 positions currently unfilled across the Coast Guard.

"When the economy turned around a few years ago, meeting recruiting goals was far less of a challenge because retention was at an all-time high," said Hinrichs. "Since then, the economy

seems to have picked up causing retention to return to historically normal levels. Also, since fiscal year 2015, nearly 200 Reserve members have been recruited to fill active duty positions." Restoring recruiting resources in an increasingly tight budget environment has also contributed to the fact that since December 2015, Reserve end strength has decreased by approximately 300 reservists.

Hinrichs knows that a pared-down Reserve will have a tough time ensuring mission completion without a full complement. "We need every one of those 7,000 billets filled if we are going to be ready for the next 9-11 or Deepwater Horizon," he said.

Recruiting across the military services continues to be increasingly difficult with the Pentagon reporting last month that more than two-thirds of Americans between the ages of 17 and 24 are ineligible for military service. The Coast Guard is feeling this pinch with workforce shortfalls existing in both the active and reserve workforces.

Rear Adm. McKinley is leading the implementation of the Coast Guard's new Human Capital Strategy. The strategy's guiding principle is to get "the right people with the right competencies in the right place at the right time." McKinley, who is currently serving on active duty, knows this is much easier said than done. With 600 empty Reserve billets to fill, Coast Guard Recruiting Command hired three Temporary Active Reserve Recruiters (TARRs) to jump-start the process. The TARRs joined the recruiting team in May and they've begun recruiting new reservists.

Johnson keeps a direct link to the mid-level managers of the Coast Guard: the chiefs' network. Johnson feels that by communicating directly with the Reserve chiefs he can solve many problems at the lowest level. Problems that become trends are identified and pushed back up the chain for future planning cycles, similar to the RCFP Working Group.





He highlighted a companion recruiting strategy. “We have a pretty senior workforce – and we need to begin investing in the mid-grade petty officer. I especially want to spend a lot of time getting the best and brightest of those leaving active duty into our Reserve force.” Direct recruiting from the active duty side saves time and money, delivering a fully-trained reservist without the overhead costs of uniforms, recruiting, and training, he noted.

TRAINING AND INTEGRATION 2.0

The Commandant has made readiness the reservist’s number one priority. To this end, most Reserve personnel are focused on a position-based competency training system. At least seventy percent of Reserve billets have a competency (or a skill set) attached to them. The numbers of those attaining the competencies assigned to their billet are rising and are now in the 40 percent range. The Boat Forces Reserve Management Program was responsible for a large part of that increase. Despite this success, Rear Adm. Pelkowski, Deputy Commandant for Operations-Senior Reserve Officer, believes there’s still work to be done, especially among the Reserve officers.

The Commandant’s goal for competency attainment by reservists in FY17, as written in the SPD, was 42% across the board. Pelkowski would prefer it to be even higher than that, but he knows course correction for such a large organization requires time.

Why is he so adamant about improving these operational readiness numbers? Well, when contingencies occur and responders are needed, those tasked with making the Reserve mobilization choices are looking through databases for personnel with the right competencies to support the response, whether it be coxswains, boarding team members, container

inspectors or incident management specialists. This is the whole *raison d’être* for a reservist and why deployment and competency attainment have taken priority over local augmentation.

“If you’ve missed the boat on earning the competencies or skills we know we’re going to need,” said Pelkowski, “how are you ever going to be identified as an asset needed by our nation during a response?”

He’s developed guidance to help bring the operational readiness of the Reserve to an acceptable level, which he believes lies with the cultural interaction between the Active Component and the Reserve Component.

Integration (the restructuring that removed Reserve commands and assigned the vast majority of reservists to active duty units) took place more than 20 years ago. Yet, across the Coast Guard there are still many senior-ranked reservists, officer and enlisted, who insist on solely functioning in a leadership role in the Reserve force. That being said, there are active duty commands that also prefer this arrangement, freeing their full-time members to focus on day-to-day operations. Pelkowski believes this arrangement is harming operational readiness improvement and that true integration is the key to the Reserve’s future success.

“I’d like to see the culture shift take place where reservists view themselves as trainees, developing tactical, Coast Guard-specific skills,” said Pelkowski, noting a few leadership-focused exceptions in the Reserve unit command cadre, SRO, SERA [senior enlisted reserve advisor], CMC [command master chief] roles. “Most reservists come to us already possessing the great leadership skills they’ve developed as managers in the civilian world. We need to focus on making them competent during a hurricane or pollution response.”

This shift needs to happen in two concurrent ways, he said. First, commands need to look at their reservists' operational readiness metrics and note how those numbers have trended over the past few years. Awareness is the first step in dealing with an issue. The active duty command should be communicating with and providing training to their reservists, who are trying to attempt to attain competencies in only 36 days per year.

"With a force that trains mostly on weekends, the active duty shouldn't maintain a 'Monday to Friday only' routine," said Pelkowski. "We're relying on the experts – our active duty shipmates – to be there, on drill weekends, helping us meet our training goals, so we can back them up capably when emergencies occur."

Second, the reservists themselves need to take a fix of where they are in regard to attaining the competency attached to their billet (or, if not assigned a competency, training that builds the skills that reservist will likely be asked to provide in a contingency response).

"You are not the Reserve prevention department head – you are a commander in the prevention department," said Pelkowski, giving an example. "Learn the skill that makes you relevant and competent in a recall."

When the active duty managers begin to deal with all of their reservists directly and wipe out the Reserve "shadow" command structure, the service will see the change in its readiness numbers. Will Integration 2.0 be part of the Reserve's future?

Pelkowski believes it needs to be. "If we'd consistently followed a true integration model, year after year, we wouldn't have an operational readiness problem."

RETAINING

Keeping fully trained reservists has been difficult in recent years. While the economy is partly to blame, reasonable commuting distance, or RCD, is another large obstacle the Coast Guard is working to alleviate.

Johnson said the overwhelming reason for reservists leaving the service is that they can't afford the travel to their duty stations. This becomes a problem when members advance, which is viewed as a measure of success in the organization. Oftentimes, billets are harder to come by the higher up you get. Johnson said the out-of-pocket cost of serving, combined with the travel time for units farther away, is forcing members to leave the service who would have otherwise stayed.

The situation is getting better though.

McKinley said, "We're making progress. For the current assignment year, Personnel Service Command (PSC) made a great effort to assign a much higher percentage of enlisted personnel within RCD than in years past. They had to double encumber some billets [place two people in the same billet]. Unfortunately, due to the needs of the service, we'll never completely eliminate the RCD challenge."

Johnson seconded McKinley's words noting that Reserve Personnel Management (RPM), which reports to PSC, worked with Reserve members and relaxed their assignment criteria

to the point of breaking. Retaining qualified people is difficult, but the reward of having the right person is priceless.

"Our biggest challenge is how we manage our finite Reserve force," said McKinley. "We need to remember that one of the best retention tools we have is the caliber and quality of our people. I've been a reservist for 29 years and I'm proud to have been associated with such a dedicated and hard-working group of people."

THE FUTURE

Each of the senior Reserve leaders have visions for how the component could improve in the future given the right time and resources.

"I believe that we need to better align our Reserve force structure to where our training opportunities exist and where the largest concentration of where our reservists live," said McKinley. "If we can do this, we strengthen the resiliency of our reserve workforce for the future."

Pelkowski's vision focused on training. "What we need is a system that recognizes the other 80 percent of a reservist's skills. We need to find a way to accept people's outside certifications – non-Coast Guard experience – such as law enforcement officers and medics, for example. We need to recruit them at that level. If zero represents brand new and 10 represents well-trained, we need to find people that already have a nexus to our missions in the civilian world who are already at the five or six level."

Hinrichs believes the Reserve needs to get more focused with the ratings and officer specialties available. "We don't have enough people to do everything," he said, "so we need to make sure we're basing our decisions on articulated requirements and strategic employment plans."


Johnson knows that any changes come with a cost, and he's ready to help the service with the transition. "We understand we have a lot of hard work and there's a lot of room for improvement," said Johnson, "but we want to make the right changes. The changes we make now should be sustainable for the next 25 years."

The most important point is that no one expects the Reserve to continue under the unofficial Coast Guard's motto of "doing more with less" forever. In fact, in his State of the Coast Guard Address last January, the Commandant stated, "Looking at the challenges we're facing in the world today: ladies and gentlemen, you're going to need a bigger Coast Guard."

For the senior Reserve leadership, a smaller force equates to the consequences of decreasing your insurance coverage. "The size of the Reserve force is directly proportional to the amount of 'risk buy down' you gain for the Coast Guard," McKinley noted, "Obviously, the smaller the force size the lower the amount of risk we can buy down. At a force size of 7,000, we are not an all threats, all hazards surge force."

Ultimately, the force that the Coast Guard Reserve becomes over the next five to ten years will be, in large part, due to the work and discussions that have taken place over the last 18 months. ≈

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THE PAST AND TO THE FUTURE.**

PROJECT JANUS:

SECTOR MOBILE'S PLAN FOR RESERVE BOAT FORCES READINESS

**STORY AND PHOTOS BY PAC SUSAN BLAKE,
8TH DISTRICT EXTERNAL AFFAIRS**





BM2 Albert Pitts, active duty, evaluates reservists after completing a side tow between the 29-foot small response boat and 45-medium response boat. Currently, Station Panama City has three qualified Reserve boat crews. (U.S. Coast Guard photo by Chief Petty Officer Susan Blake)

The Coast Guard Reserve has come a long way in modernizing its forces, improving training opportunities and expanding qualifications for specific rates so that reservists can deploy as highly trained operational teams in response to contingency operations throughout the world.

At the 8th Coast Guard District, Sector Mobile stands at the forefront of improved capabilities with the implementation of the Boat Forces Reserve Management Plan, designed with the goal of mobilizing fully qualified Reserve boat crews to contingency operations as complete units, to include law enforcement capabilities.

According to the Chief of Response, Cmdr. Christopher Cederholm, "Our mission at the Sector is to provide guidance and support to help achieve effective mission readiness, execution and cohesion for Sector Mobile operational units, consisting of patrol boats, small boat stations, maritime law enforcement and environmental response teams."

Stretching from Mississippi to Florida, Reserve boat crews from six stations - Gulfport, Pascagoula, Dauphin Island, Pensacola, Destin and Panama City - have the opportunity to work through their currency and competency cycles and be fully qualified during an "on-call" rotation implemented by Sector Mobile's Response Department called the Reserve Readiness Cycle (R2C).

When a Reserve boat crew is "on-call" they cycle through a 60-day rotation ready to respond when and where they are needed and capable of effectively conducting boat operations

in support of Coast Guard missions. The move from "contingency only" to "augmentation/contingency" readiness stemmed from contingency operations such as DEEPWATER HORIZON.

"The DEEPWATER HORIZON mobilization had a big impact on our Reserve boat forces here at Sector Mobile," said Lt. Cmdr. Catharine Gross, Sector Mobile Reserve Boat Forces Coordinator. "A lot of folks were activated for really important jobs at the time, but they weren't boat forces jobs."

As a result of the extended DEEPWATER operation, many reservists did not have an opportunity to do their underway hours to keep their currency, limiting the Reserve boat forces personnel because they had lost their certifications to perform basic Coast Guard missions, such as search and rescue and law enforcement operations.

When Cederholm assumed Chief of Response for the Sector two years ago there was a tremendous number of reservists, especially Maritime Enforcement (ME) specialists, assigned to the Sector. At the same time, he was faced with a shortage of personnel at the small boat stations across the Sector's area of responsibility (AOR).

"So I looked at how I could get more bang for the buck across the AOR," said Cederholm. "Essentially, how do I grow capacity in the system knowing that there is going to be more hurricanes on the horizon, maybe terrorism, or some sort of big pollution event?"

Events? Yes, there are always events. Timing had it, that at the time of my interview with Cederholm, the flooding in Louisiana was escalating and five Reserve boat crews were at Bravo-48 status, each a fully operational force package ready to deploy as a unit. And then there was HURRICANE HERMINE.

No one knows what's next on the horizon, but Reserve boat crews stand at the ready. With six fully qualified Reserve boat crews on deck to deploy, the goal at the Sector is to have a total twelve Bravo-48 capable crews, two at each station.

So, how did Sector Mobile develop a strategic plan to get these Reserve boat crews up to speed?

According to Gross, when the Concept of Reserve Employment (CORE) came out in 2013 and then the Office of Boat Forces released the Reserve Boat Forces Management Plan, which was initiated in ALCOAST 520-13, those two documents gave the Sector a road map of where it wanted to go.

Working with a reservist in Sector Mobile Planning, Lt. Cmdr. Patrick Coleman of the Sector's Response Department, defined a strategic plan for Reserve personnel using the aforementioned guidance to create a flexible framework that could be adjusted and customized for each unit.

The strategic plan became known as PROJECT JANUS. JANUS is the god of beginnings and transitions, and thereby of gates, doors, doorways, passages and endings. He is usually depicted as having two faces, since he looks to the past and to the future.

The premise behind JANUS is straightforward; align the Reserve force ratings with active duty force ratings and develop a fully qualified Reserve boat force to expand capacity on the active duty side to fulfill Coast Guard missions during contingencies.

"We started looking at all the requirements that we could build off of within our program. We looked at competencies and what is required of reservists," said Cederholm. "Two years

ago the rating chain was Reserve into Reserve. What we've since done is we've broken it up so the reservists are reporting into their various divisions."

This concept had to be implemented to achieve full integration among active duty and Reserve.

With over 40 MEs at the Sector, the first step of the plan was to redistribute personnel down to the stations; reassigning chiefs, two per station; one chief serving as the Senior Enlisted Reserve Advisor (SERA) and the other as the training officer.

According to Cederholm, "It's taken a little time to get everything in place. The eastern units were the closest to being what they should be, but Dauphin Island, Pascagoula and Gulfport were half the size of what they are now."

Making the adjustment from "contingency only" to "augmentation" was also a key motivator for most members to achieve their competencies, and the implementation of the Boat Forces Reserve Management Plan made this possible.

Under the plan, achieving their qualifications meant reservists had the opportunity to respond to SAR, LE and do all of the missions the active duty boat crews at the stations execute every day.

"I think the big thing from our perspective is not to view Reserve personnel as a separate entity," said Cederholm. "They're part-time employees that the command is still responsible for. So that officer-in-charge, that executive petty officer, is responsible for getting them ready on all assets."

What has this meant to Reserve boat crews in Sector Mobile?

At Station Panama City, Petty Officer 2nd Class Chase Amerson admits they definitely had to make some adjustments. "Once we moved on to a different platform, from the 29' to the 45' Response Boat0Medium (RB-M); once we committed to being boarding team member (BTM) qualified, we had to step up our game in a lot of ways to where we had to force ourselves to say, 'Hey, we have to do this!'"



A video about "Project Janus" Sector Mobile's plan for Reserve boat force readiness.



Reservists participate in a basket hoist exercise with an MH-65D Dauphin helicopter at Station Panama City, Florida. The basket was launched from the fantail of a 45-foot medium response boat. (U.S. Coast Guard photo by Station Panama City)

A reservist for six years, Amerson has definitely seen a change in policy and how reservists are perceived. In the past, Reserve personnel were relegated to getting their boat crew qualifications and deploying for contingency operations. "That seemed very discouraging at the time for me," said Amerson. "You wondered what you were doing and if you ever got called up, would you really be ready?"

According to Amerson, the move to augmentation by the Sector and active duty personnel at the station has definitely "kicked up" morale among his fellow reservists at his unit. "It's a wonderful feeling if you can relieve an active duty crew member so they can go home to their family," said Amerson.

Excited over the current direction of the Reserve boat forces, Amerson's boat crew, fully operationally, capable of deploying, were put on standby for the flooding in Louisiana.

"A few years ago, if that would have happened, I probably would have been nervous. I would have felt as if I didn't have a clue of what to do," Amerson said. "Now I feel more confident that I can step on a platform and do what I need to do."

Chief Petty Officer Wesley Overton, a reservist of 19 years, spearheaded getting his Reserve crews qualified on the RB-M at Panama City. Contacted by Gross, Overton was approached to write a Boat Crew College course for that platform.

Overton says, in his meetings with Gross they focused on where was "the biggest need." There had been many boat crew colleges that have focused on the Response Boat-Small (RB-S) across the Sector. "We hammered the RB-S qualification. We've had extensive training on the RB-S platform," Overton said. "Our biggest need was the RB-M."

According to Overton, the reservists at Panama City were 100 percent qualified on the RB-S. Out of 12 crewmembers, everyone held at a minimum a crew letter; in addition, they had four qualified coxswains.

"In my 19 years of being in the Coast Guard, that's the first time I've ever seen that!" Overton said.

Since one of the points highlighted in PROJECT JANUS was to focus on the "low hanging fruit," Overton felt qualifying his reservists on the RB-M would be pretty easy considering their qualifications on the RB-S. It was a matter of focusing on type specific tasks for the other platform.

Working with Gross and the command at Station Panama City, Overton was able to write a course, which was held the last week of May, first week of June. Of the nine people to participate in the Boat Crew College, eight were qualified on the RB-M and an additional three crewmembers have since been qualified.

Petty Officer 2nd Class Albert Pitts, the active duty section leader and OOD at Station Panama City, recalls it wasn't as close knit at the Station as it is now. "They (reservists) just did their underway hours and went home," said Pitts. "Now that they've qualified on the RB-M, we have mixed crews; some active duty, some Reserve and we just go out and do the missions together."

According to Pitts, the whole process has created a better team and has brought the Reserves and active duty closer together, working alongside one another getting their qualifications.

At Station Dauphin Island, Petty Officer 1st Class Neil Fleck is heading up training for Reserve boat crews. His six years of prior active duty service has given him some insight on both sides of the coin, now that he's a drilling reservist. "The biggest problem we've had with the contingency side and the Reserve program as a whole from a small boat unit was that you had two qualification periods for maintaining your hours and currency," said Fleck.

According to Fleck, they have been transitioning to the new Boat Forces Management Plan for almost the past two years. A major benefit of the plan to reservists is the change to a yearly cycle, making it easier to maintain qualifications and execute their active duty training.

"Currently, we have one qualified boat crew that we can stand up and deploy instead of sending a single qualified individual," said Fleck. "This allows us to deploy as a unit with a specific job in mind instead of trying to supplement an active duty boat crew."

According to Cederholm, the Coast Guard implementation timeline for the Reserve Boat Forces Management Plan is to be fully operationally capable by 2019, but Sector Mobile is on track for full implementation by 2017.

"Every time I meet with the officers-in-charge I say, 'let's talk about the Reserve.' We have to knock down those walls and be integrated as a whole," said Cederholm. "It won't work unless both sides are working together." ≈



Reservists participate in a rescue swimmer simulation during a Boat Crew College held at Station Panama City in May 2016. The Boat Crew College focused on the 45-foot RB-M platform. (U.S. Coast Guard photo by Station Panama City)



RESERVIST MAGAZINE

SHIPMATES IN FOCUS



U.S. Coast Guard Cutter Barque Eagle Captain Matthew Meilstrup presents an Order of the Square Rigger certificate to Master Chief Janine Tschantz-Hahn and Chief John Babson during the final Captain's quarters of the 2016 Cadet Summer Training Program, August 11, 2016. The Order of the Square Rigger is issued to Coast Guardsmen who spend ten weeks sailing aboard Eagle

Tall Ship Cruise Offers Learning Opportunity for Master Chief and Cadets Alike

Story and Photos by PA3 Charlotte Fritts, 5th District PADET Baltimore

When Master Chief Janine Tschantz-Hahn logged on to the Mobilization Readiness Tracking Tool (MRTT) to search for active duty opportunities earlier this year, she couldn't have anticipated it would take her on a trip across the Atlantic aboard our service's tall ship. But scanning through MRTT listings to find ways to fill her summer months turned into the start of a once-in-a-lifetime journey aboard the Coast Guard Cutter BARQUE EAGLE.

"Immediately when I saw that it was the EAGLE, I got excited about it," said Tschantz-Hahn. "From the very first time I saw the EAGLE, I thought that it would be an awesome experience to sail on her."

This year, the Coast Guard Academy's summer training program recreated the maiden voyage taken in 1946 to bring America's Tall Ship to the United States. Tschantz-Hahn applied to a solicitation aboard EAGLE that would take her to Ireland, England, Portugal and Bermuda before returning to the East Coast.

After 24 years of service as a Coast Guard boatswain mate, Tschantz-Hahn is no stranger to getting underway, though she'll admit going out for a day or two at a time is nothing like living aboard a vessel with 150-plus cadets and crewmembers for three months.

"Before I came here, I always felt a little weird calling people 'shipmate' because I'd never been on a ship," she said. "I gained a whole new respect for people who are cuttermen and have extended sea time."

As the ship's master-at-arms (MAA), Tschantz-Hahn was responsible for maintaining the ship's high standards of cleanliness from day-to-day, as well as briefing the arriving cadets, crewmembers and guests on issues important to their health and safety.

For Tschantz-Hahn, serving aboard the EAGLE provided an opportunity to try something new and step outside her comfort zone. "I've never been an MAA before, but with my experience I

felt like this was something I could do," she said. "I think your attitude is extremely important."

"Master Chief Tschantz-Hahn was the perfect person to fill the role of MAA this summer," said Lt. Hillary Smith, EAGLE's Operations Officer, who felt that Tschantz-Hahn's positive approach to her role made her the right fit for this assignment.

"She has vast experience in the Coast Guard that the crew and trainees appreciated hearing about," said Smith. "And she's mastered the art of being pleasant to be around, but tough when it counts."

For the cadets aboard the EAGLE, interacting with reservists like Tschantz-Hahn provides a new dynamic which helps to prepare them for the leadership roles they will undertake following their studies at the Academy.

"It's great to work side-by-side with reservists," said Smith. "Many of the trainees don't know much about the Reserve and it's a great opportunity to provide them with information and to meet reservists."

Given the number of cadets brought aboard for training, extra help is needed to make each year's summer cruise possible. Reservists often fill these roles and aid in augmenting the EAGLE's permanent crewmembers.

"We encourage any reservists who are interested to apply for future solicitations," said Smith. "You'll have the opportunity to meet and positively influence many of the Coast Guard's future leaders. Furthermore, EAGLE's public representation mission allows us to teach the public on an international scale about the Coast Guard and our missions."

With this summer's cadet training cruise now under her belt,

Tschantz-Hahn returns to her role as Reserve Command Master Chief for the 7th District with a new appreciation of life underway and the work being done to train future officers.

"It's broadened my knowledge of so many things: what different rates are doing out at sea, different techniques to train people," said Tschantz-Hahn. "I think it's also given me more confidence as a master chief for my career going forward."

As the Reserve Command Master Chief (RCMC), Tschantz-Hahn is responsible for visiting units and serving as a liaison between reservists and their commands to help address issues, as well as assisting when policy is drafted. She also serves on the selection panels for future silver and gold badges.

From both her past experience to her current role as a RCMC, Tschantz-Hahn has seen the benefits reservists gain when filling active duty solicitations, as well as the contributions they can make.

"Most of our reservists have a lot of experience in things that active duty might not because of their civilian careers," she said. "They often bring a whole other perspective to the job and the mission."

For those considering applying to serve aboard the EAGLE or elsewhere in the fleet, Tschantz-Hahn strongly encourages her fellow Reserve shipmates to pursue such opportunities.

"When you take one of these active duty opportunities, you gain a whole new perspective, especially if it is a different type of unit than you've experienced before," said Tschantz-Hahn. "You will gain a lot more Coast Guard knowledge which can help you now and throughout your career." ≈

Lifetime of Environmental Involvement Serves This Reservist Well

By PA3 David Flores, 11th District Public Affairs

Imagine that you just graduated from boot camp, finished A School and reported to your unit, when you hear that a Category 5 hurricane is about to make landfall...in the city where you live. That is exactly what happened to Chief Marine Science Technician (MSTC) Ayla Benavides. In 2005, MSTC Benavides had just finished A School and reported to Port Arthur, Texas. Shortly after she reported in, HURRICANE RITA hit. "RITA was my introduction to becoming a member of the emergency response community," said MSTC Benavides. "We could physically see the oil being cleaned up and were actually there taking boats out of people's front yards."

Born in Washington, MSTC Benavides moved to Antioch, Calif., at a very young age. There she learned about the importance of the environment. Having deep ties to the Native American community through her parents, she grew up going to Mt. Diablo to drum in the sunrise in protest of the celebration of Columbus Day and spent many days cleaning up beaches. She remembers the first and only time that she littered, at the age of 3, and how the stern response from her father kept her from doing it again. In high school she joined the Environmental Science Club where she and her fellow members composted, grew a vegetable garden, performed an environmental audit of the school, planted native trees in a local watershed and took water samples of San Francisco Bay. While in class she passed down knowledge that she had acquired to elementary school students who were interested in environmental science. This handing down of



Chief Marine Science Technician Ayla Benavides.

knowledge is something that she has carried with her into her military career. "Our junior members are the ones that are going to be leading us in the future," said MSTC Benavides. "The atmosphere they create is going to be the future we are living in, so like the environment, it should be diverse and inclusive."

From a young age MSTC Benavides always knew that she wanted to be in the military. As soon as she turned 18, she joined the Army and was assigned to the 3/229th Aviation Regiment in the 18th Airborne Corps where she served as an ammunition specialist and supported Apache helicopters. Following a three-year tour, which included a deployment to Afghanistan, the call to environmental sciences brought her to the Coast Guard Reserve.

After being deployed to assist with the aftermath of HURRICANE RITA, Chief Benavides was able to leverage her military hazmat experience to land a job as a Hazardous Waste Technician at Chevron Corp. Although she found her work at Chevron to be rewarding, she knew that to advance her career she needed to earn a degree in environmental science. After nine years of working at Chevron, while simultaneously fulfilling her Reserve obligations as a member of Sector San Francisco Incident

Management Division and attending school, she graduated from UC Berkeley with a bachelor's degree in environmental science. In September of 2015, she advanced to Chief Petty Officer.

"I didn't realize how meaningful it would be, but there I was at my work computer crying as I read the list with my name on it and the congratulatory emails were pouring in," she said.

MSTC Ayla Benavides is a shining example of the caliber of people that the Coast Guard Reserve attracts. She has pursued a career in a subject that she loves and truly believes in and has used the training that she acquired through the Coast Guard to do meaningful work. Her contributions are perhaps best summed up by her father Benjamin, "My daughter is a gift, not only to me, but to the world. The hardest thing I've had to do is share her with the world." ≈

Passion for Country and Service Drive Seattle-Area Reservist

Story by 13th District Public Affairs Staff

Lt. Cmdr. Lee Northcutt, a former active duty Marine, joined the Coast Guard Reserve in August of 2005. "I wanted to continue to serve my country," states Northcutt. "I love Coast Guard with a passion. We have a very special mission (set) in protecting the public, our environment and, most importantly, our way of life.

Northcutt, a member of Port Security Unit (PSU) 313 located in Everett, Wash., deployed multiple times include to the Gulf Coast for the Deepwater Horizon oil spill and to South Korea where he supported various units as a liaison officer and linguist.

At PSU 313 since August, 2015, he was assigned to the Shoreside Security Division where his primary duties included verifying all qualifications, certifications and training requests are routed and entered correctly into Direct Access and the Coast Guard training system in addition to working on his own PSU qualifications.

When asked about his most memorable experience since joining the Reserve, he talks enthusiastically about his travel to Shanghai, China. "I had the opportunity to get underway with the crew of the CGC BOUTWELL. We spent two weeks steaming from Shanghai to Korea and then Japan conducting driftnet fishery patrols, as well as search and rescue operations with the South Korean Coast Guard. It was an amazing experience."

Lt. Cmdr. Northcutt's civilian job is with the Department of Homeland Security as an Aviation Security Inspector. Based in Seattle, Wash., he conducts inspections and investigations of the aviation industry, airports and the public. When asked how he manages to balance his civilian and military careers he gives a familiar refrain. "It would be very difficult without the support of my family, friends and my supervisor at work who has been unbelievably supportive."

Northcutt is embarking on a new Coast Guard experience. Starting October 1, he accepted long-term active duty orders with the 13th District as its FMPS-BPR (Financial Management and Procurement Services - Business Process Re-engineering) Liaison.

Northcutt credits his time in the Coast Guard with providing him with new skills he can use in both his civilian and military careers. "I've learned a variety of leadership styles including what it means to have a mission-oriented mentality while simultaneously looking for my shipmates and co-workers. I have

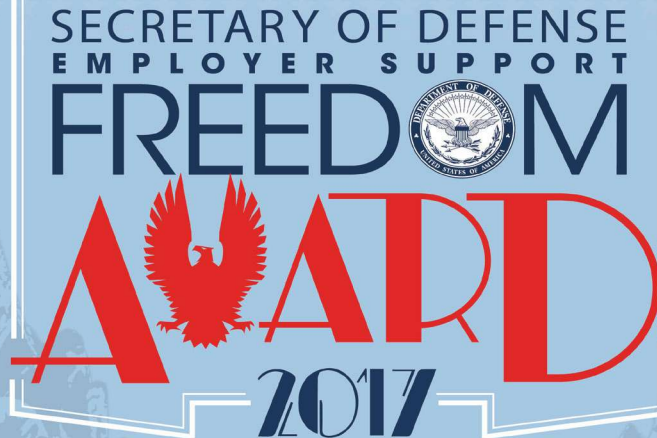


Then Lt. Northcutt in Korea with an Army support boat in the background at Amyeon Beach during Operation Foal Eagle in 2014.

also learned the importance of time management when balancing multiple projects."

When questioned as to the value and impact the Reserve force has on the service as a whole, Lt. Cmdr. Northcutt has straightforward view. "As reservists we are responsible for ensuring we are in an optimal readiness posture at all times. What we do matters. Our service and our country rely on us to answer the call and contribute to the mission however, whenever and wherever we are needed."

Lt. Cmdr. Northcutt and his shipmates are living proof of that valuable contribution. ≈



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The Secretary of Defense Employer Support Freedom Award is the highest recognition given by the U.S. Government to employers for their support of their employees who serve in the Guard and Reserve. The award was created to publicly recognize employers who provide exceptional support to their Guard and Reserve employees.



Nominations must come from a Guard or Reserve member who is employed by the organization they are nominating, or from a family member.



RESERVIST MAGAZINE

A LIGHT ON YESTERYEAR



Photograph of Japanese tanks entering Manila in early January 1942. Japanese troops would occupy the city until 1945. (Photograph courtesy of U.S. Army)

SPAR Seaman 2/c Florence Smith Finch and Her Heroism in World War II

Story by William H. Thiesen, Ph.D., Historian, Coast Guard Atlantic Area

Of the thousands of women who have served with honor in the United States Coast Guard, one stands out for her bravery and devotion to duty. Florence Smith Finch, the daughter of a U.S. Army veteran and Filipino mother, was born on the island of Luzon, north of Manila, in Santiago City. She married navy PT boat crewman Charles E. Smith while he was working for General Douglas MacArthur's army intelligence unit located in Manila. In 1942, after the Japanese invaded the Philippines, her young husband died trying to re-supply American and Filipino troops trapped by the enemy on Corregidor Island and the Bataan Peninsula.

After the Japanese occupied Manila, Ms. Finch avoided internment by claiming her



**Florence Finch as she appeared in
a recent photograph.**

(Family of Florence Smith Finch)

Philippine citizenship. She received a note from her imprisoned army intelligence boss regarding shortages of food and medicine in the POW camps. Finch began assisting with locating and providing smuggled supplies to American POWs and helping provide fuel to Filipino guerrillas. In October 1944, the Japanese arrested Finch, beating, torturing and interrogating her during her initial confinement. Through it all, she never revealed information regarding her underground operations or fellow resisters.

When American forces liberated her prison camp in February 1945, Finch weighed only eighty pounds. She boarded a Coast Guard-manned transport returning to the United

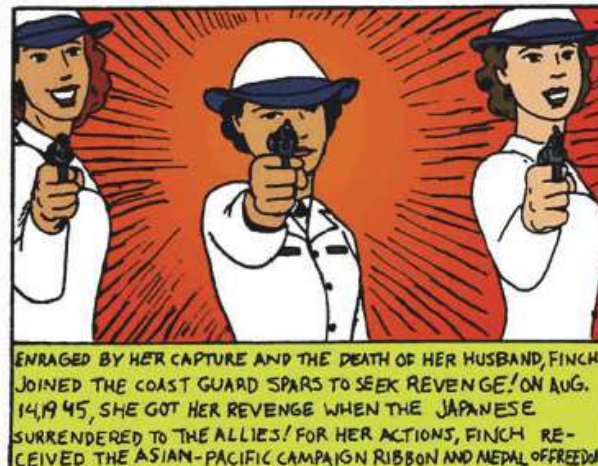
States and moved to her late father's hometown of Buffalo, New York. In July 1945, she enlisted in the U.S. Coast Guard Women's Reserve, eager to continue the struggle against an enemy that had killed her husband. Mrs. Finch served through the end of the war and was among the first Pacific-Island American women to don a Coast Guard uniform.

After the war, she met U.S. Army veteran Robert Finch. They married and moved to Ithaca, New York, where she

lived the remainder of her life. Of the thousands of SPARs serving in World War II, she was the first to be honored with the Asiatic-Pacific Campaign Ribbon. In November 1947, she received the U.S. Medal of Freedom, the highest civilian medal awarded to Americans who aided in the war effort. In 1995, the Coast Guard honored Ms. Finch's service by naming a facility for her at Coast Guard Base Honolulu. ≈

Astonishing Sea Stories

Art and story by P.A.S. Ron Spellman
Color by P.A.I. Dave Frenchy
Coast Guard Academy



A reprint of *Astonishing Sea Stories*, an illustrated series on significant people and events in Coast Guard history that ran in the *Reservist* at the turn of the century. The story of Ms. Smith Finch was featured in 2002.



Photograph of the U.S. Life-Saving Service crew at Neah Bay, Washington Territory. The crew members were predominantly Makah Tribe members.
(Coast Guard Collection)

Native Americans and Their Service in the United States Coast Guard

Story by William H. Thiesen, Ph.D., Historian, Coast Guard Atlantic Area

Minority men and women have participated in the U.S. Coast Guard since the Service's beginning in 1790, and have served throughout the history of the Coast Guard. In particular, Native Americans from a variety of tribes and nations have participated in the Service and its predecessor services since the early nineteenth century, representing the second earliest minority group to serve in the Coast Guard.

The first Native Americans to participate typically came from coastal tribes whose members were expert watermen. These tribes included the Wampanoag in Massachusetts, Algonquin in North Carolina, Ojibwa in the Great Lakes, and the Makah and Quileute tribes in Washington State. Native Americans from these tribes served at shore bases in the U.S. Life-Saving Service and the U.S. Lighthouse Service. Records indicate that as early as 1815, Martha's Vineyard Island's Gay Head Lighthouse keeper, Ebenezer Skiff, hired members of the Wampanoag Tribe to support lighthouse maintenance and operations.

In Washington State, in 1877, a white Life-Saving Service keeper and an entirely Native American crew manned the Life-Saving Service station at Neah Bay. The Neah Bay crew included Makah and Quileute surfmen, such as As-chik-abik, Que-dessa, Tsos-et-oos, and Tsul-ab-oos. With the exception of Native American scouts employed by the U.S. Army, this station was the first majority Native American unit in federal service. Ironically, Sioux warriors at the Little Big Horn had wiped out George Custer's cavalry just a year before the Life-Saving Service established the station at Neah Bay, Washington.

Of all events associated with Native American's in the Service, the S.S. CITY OF COLUMBUS rescue stands out. The passenger steamer CITY OF COLUMBUS plied coastal waters from Boston to New York and ran aground off Gay Head on a bitterly cold night in January 1884. One hundred passengers and crew drowned within twenty minutes of the grounding. Led by Gay Head Lighthouse keeper Horatio Pease, Wampanoag



Locally famous lighthouse keeper Charles Vanderhoop, of the Aquinnah Wampanoag, who oversaw lights on Nantucket and Martha's Vineyard.
(Coast Guard Collection)

tribal members volunteered to brave the wind and weather and launched a surfboat into the waves. In their first attempt, their surfboat capsized in the heavy surf, but the Native American crew returned to shore safely. The Wampanoag surfmen braved the surf a second time and reached the survivors still huddled on the steamer's deck. On the return trip, the overcrowded surfboat capsized in the roiling water; however, all the boat's occupants managed to survive and reach shore.

The Wampanoag lifesavers at Gay Head aided in the rescue of nearly thirty passengers and crew. The members of this Native American volunteer force received medals and cash awards from the Massachusetts Humane Society and several of them went on to serve at Gay Head Lighthouse and the Gay Head Life-Saving Service Station established in 1895. In reporting this story, the press believed the Indians as "deserving of all praise and the fund for their benefit and encouragement should assume large proportions. Without any expectations of reward they periled their lives for others."

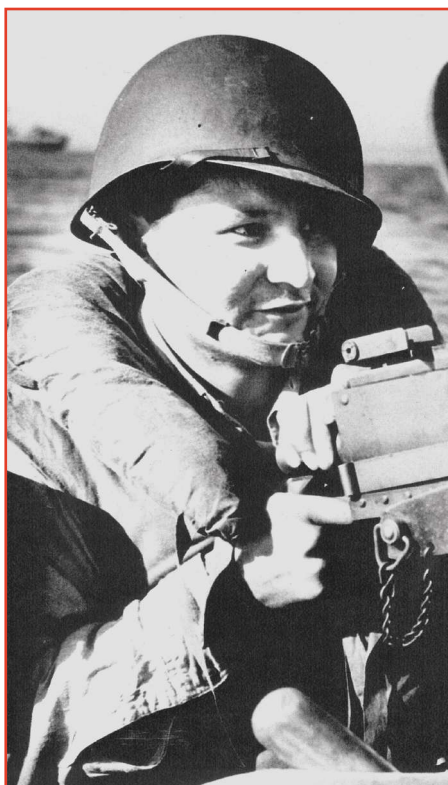
Another member of the Wampanoag Tribe, Keeper Charles Vanderhoop, manned lighthouses on the islands of Nantucket and Martha's Vineyard from 1913 to 1933. In 1919, he took charge of Nantucket's Sankaty Head Lighthouse becoming the first known Native American keeper of a U.S. lighthouse. Vanderhoop generally hired fellow Wampanoags as assistants because they proved more reliable than local white inhabitants. In 1920, he became keeper of Gay Head Light and grew famous over time as the lighthouse's trusted keeper. As keeper, he was required to provide tours for visitors, which he did for approximately 300,000 people, including celebrities such as President Calvin Coolidge. Years of frequent trips to the top of the lighthouse tower took a physical toll on Vanderhoop and he finally retired due to disability in 1933.

Native American Coast Guardsmen have also served in combat during wartime. Carlton West, a Wampanoag citizen of Nantucket, served as an enlisted man in World War I and World War II. Early in World War II, George "White Bear" Drapeaux, of the Sioux Nation, was the first Native American Coast Guardsmen



A photo of Wampanoag Carlton West during World War I. Native Americans served with distinction in Coast Guard predecessor services since the early 1800s.

(Nantucket Historical Association Collection)



In 1942, USS WAKEFIELD gunner's mate George "White Bear" Drapeaux, of the Sioux Nation, helped fight off Japanese aircraft while the transport evacuated civilians from the doomed British territory of Singapore.

(Coast Guard Collection)

known to have served in World War II combat operations. He served as a gunners mate on board the Coast Guard-manned transport USS WAKEFIELD, which lost several crewmembers in January 1942, while evacuating civilians from Singapore before it fell to the Japanese. In August 1942, Pawnee tribal member Joseph Toahy (also known as Le-tuts-sta-ka-ha) operated a landing craft from the same transport ship as famed Medal of Honor recipient Douglas Munro, bringing ashore marines in the battle for the Japanese stronghold at Tulagi Island. In 1943, Chickasaw citizen James Leftwich enlisted at the age of fourteen. He was the youngest known Coast Guard enlistee of the war. At the age of sixteen, Leftwich suffered wounds in the line of duty at Eniwetok Island. He had a very productive career and retired a Coast Guard officer in 1964. In Vietnam, Lt. Cmdr. Joseph Hicks, a member of the Sioux Tribe, served with distinction as executive officer of CUTTER MENDOTA and received the Navy Commendation Medal and Presidential Unit Commendation for service in support of Market Time patrols, and operations SEA LORDS and SILVER MACE II.

In recent years, Native American Coast Guard men and women have come from a variety of Indian nations along U.S. shores as well as inland regions. These include Cmdr. Donald Winchester, the first Native American graduate of the Coast Guard Academy and the first known Coast Guard aviator. A decorated pilot, Winchester flew for twenty years and logged more than 5,000 flight hours in a variety of Coast Guard aircraft. Today, more than 1,500 men and women of Native American descent serve in the Coast Guard, including Cmdr. William Seward and Chief Petty Officer Michelle Roberts, both members of the Tlingit Tribe of Alaska.

Native Americans have participated in the Coast Guard and its predecessor services for over 200 years. These men and women have served as officers and enlisted personnel in every branch of the Service and they have helped lead the way for all Coast Guard minorities. Like other service members, they walk the long blue line and their efforts have benefitted all who serve in the U.S. military, Federal Government, and the nation as a whole. ≈



RESERVIST MAGAZINE

HEADQUARTERS UPDATE

From the Office of Boat Forces

Submitted by Mr. Donald P. Hartmayer, Program Analyst, CG-731



SITREP ONE – Boat Forces Reserve Management Plan

Background

In 2012, the Office of Boat Forces (CG-731) performed an analysis of Selected Reserve (SELRES) billets within the Boat Forces program. This review found 2,168 SELRES billets assigned to 156 Boat Forces units (Stations, ANT, MSST, and 8th District Western Rivers). The number of positions assigned to each unit varied from one to over 50 and were located from remote areas to major populations centers. The SELRES billets on the Personnel Allowance List (PAL) had significantly changed since the Active and Reserve Components were integrated in 1994, as the world of work had changed. The operational readiness of members was suffering under the load of trying to make a 1990's system function in a 2012 environment.

The Office of Boat Forces worked with the Deputy Commandant for Operations (DCO), the Office of Reserve Affairs (CG-131), the Master Chief Petty Officer of the Reserve Component and other stakeholders to create the Boat Forces Reserve Management Plan (BFRMP). The BFRMP is a five-year plan designed to fundamentally

transform the operational readiness of our Reserve force by increasing opportunities to train and contribute to Coast Guard missions.

Actions

The Office of Boat Forces received recommendations from the field (Officer in Charges, Senior Enlisted Reserve Advisors (SERA), Reserve Silver and Gold Badges) on items that could be changed to improve the Boat Forces Reserve Program. CG-731 took these suggestions "FORAC" and implementation. The following are a few examples of organizational changes.

Capability Requirement: CG-731 requires the Boat Forces Reserve to be capable of operating six boats, around the clock, sustainable indefinitely with 10 days of recall. This requirement created a goal for the Boat Forces Reserve to train toward and a reason why the training needs to be sustained.

Competencies: Legacy “contingency” competencies limited the roles the Boat Forces Reserve could fill at stations. In addition, the semi-annual currency cycle did not always align with the unique constraints of a reserve drill schedule. “Reserve” competencies were created that are on par with the active duty competencies. An annual currency cycle started on 01 JAN 2014 that allows ADT/IDT to be more efficient and maintain certifications. The Reserve Training Petty Officer position, in addition to the SERA position, were created at each unit to be filled by a BMC and are focused on ensuring boat crew training is planned and conducted.

Location: A mismatch existed between the number of Reserve positions on the unit PAL and the resources (boats, people, equipment, etc.) available at the unit for training and operations. Some SELRES billets were located in remote locations that did not support a quick mobilization and were not in a reasonable commuting distance. The BFRMP will level the workload across the force to assist operational commanders and reservists focus their efforts on maintaining readiness. Business rules were created to aid the selection of units able to appropriately support Reserve training. The units identified were adjudicated and agreed to by units, Sectors, Districts, and Area staffs.

Situation

Currently, there are 1,996 Boat Forces Reserve billets on PAL at 125 units (Stations and D8 Western Rivers). The bulk of billet moves have taken place and Boat Forces Reserve billets have been centralized in the vicinity of major population centers and large ports. Rates and ranks of billets are aligned to form boat crews. There are both Response Boat-Small (RB-S) and Response Boat-Medium (RB-M) boats crews depending on the resources at the unit. These boat crews are designed to build “Force Elements” and consist of a coxswain, boat crew member (or engineer), boarding officer and boarding team member. In the event of a contingency which requires boat crews, Force Elements will be mobilized to fill this requirement. Force Elements that drill and train together can mobilize faster and will be more proficient than activating a number of individuals that have not previously worked together. SELRES positions and position titles on the PAL have been standardized and competencies have been assigned based on the title.

Several Machinery Technician (MK) billets have been reprogrammed to Bases with the stand-up of Reserve Maintenance and Assistance Teams (R-MATs) to allow these members to gain the technical training and experience they were not able to acquire at Stations. MK billets will remain at many stations to fill

the RB-M Engineer, Boat Crew Member (BCM), Boarding Officer or Boarding Team member roles.

CG-731 recognizes the Reserve force has been weathering some rough waters during implementation of the BFRMP. However, it is obvious Reserve personnel have kept the bow into the seas and continued on course to make major accomplishments. In fact, on the pages of this magazine there have been numerous stories of Boat Forces Reserve crews saving lives and property, securing the America’s Cup races and Republican National Convention, participating in Operation Summerstock...the list goes on. While performing these missions, the Boat Forces Reserve were able to certify 245 RB-S Coxswains, 577 RB-S BCMs, 45 RB-M Coxswains, 120 RB-M BCM, and 39 RB-M Engineers.

Way Ahead

With the number of boat crew certifications increasing, the next phase of the BFRMP will be tested. In this Issue of the RESERVIST there is a story from Sector Mobile on the Reserve Readiness Cycle (R2C) initiative. As highlighted by Sector Mobile, the R2C is re-thinking mobilization management to provide planners and Boat Forces Reserve members with a specific and consistent mobilization process by creating on-call readiness periods and deliberate duty sections ready to respond when and where they are needed. More information will be pushed out after additional testing is completed and details are worked out.

Large scale organizational change is not easy; however as the saying goes “If you always do what you’ve always done, you’ll always get what you’ve always got.” The Office of Boat Forces recognizes the professionalism of the Reserve force; the way they have persevered through these changes and continue to deliver outstanding performance and tremendous value to the Coast Guard and the American taxpayers. In the words of legendary football coach Vince Lombardi, “The achievements of an organization are the results of the combined effort of each individual.”

Every member’s efforts have made the Boat Forces Reserve – READY TO RESPOND!

Additional information on the BFRMP can be found on the Boat Forces Portal: <https://cg.portal.uscg.mil/units/cg731/SitePages/Reserves.aspx>

The Boat Forces Reserve Readiness Report (BF3R) can be found on the Boat Forces Portal: <https://cg.portal.uscg.mil/units/cg731/SitePages/Reserves.aspx> Click on the Boat Forces Reserve tab and select BF3R from the drop down menu.

The FY 2017 "C" School Schedule can be found on the Boat Forces Portal:

<https://cg.portal.uscg.mil/units/cg731/Reserves/ReserveCschoolConveningsFY17Hartmayer.pdf>

The Boat Forces Reserve Readiness Report (BF3R) can be found on the Boat Forces Portal:

<https://cg.portal.uscg.mil/units/cg731/SitePages/Reserves.aspx>



The Office of Boat Forces congratulates the following graduates from the following courses. *BZ to ALL!!*

RB-S Boat Crew Member

11 JUL – 22 JUL 2016

BM3 Mathew Newbill	Station Channel Islands
MK3 Arturo Hernandez	Station LA/LB
MK3 Jacob Rocchi	Station LA/LB
SK2 Michael Maggio	Station Michigan City
BM2 Evan Truman	Station St. Inigoes
MK3 Todd Lewis	Sector Puget Sound

RB-S Coxswain Intro Course

19 SEP – 30 SEP 2016

BM3 Kyle Crane	Station Bellingham
BM3 Morgan Bal	Station Indian River Inlet
BM3 Linden Karsner	PSU 301
BM3 Mark Nadeau	PSU 305
BM3 Shane Haupt	PSU 305
BM3 Carter Powell	PSU 305
BM3 Evan Siebring	PSU 305
BM3 Rashad Wilson	PSU 305

22 AUG – 02 SEP 2016

BM3 Casondra Minifield	Station Curtis Bay
BM# Maxwell Keesecker	Station Mayport
BM3 Marissa Gillingham	Station Point Allerton
BM3 Bruce Martin	Station St Inigoes

25 JUL – 05 AUG 2016

BM3 Stephanie Miller	Station Calumet Harbor
BM3 Johan Ulloa	Station St Inigoes
BM2 Jeronimo Gomez	Station St Petersburg
BM3 Frankiln Fernandez	Station St Petersburg

20 JUN – 01 JUL 2016

BM3 Lewis Kemether	Station Cape Charles
BM3 Daniel Elsbree	Station Honolulu
BM3 Brent Williams	Station Wrightsville Beach
BM3 Natalie Hall	MSU Paducah
BM3 Matthew Costello	PSU 305

RB-M Operator

19 SEP – 3- SEP 2016

BM1 Thomas Plunkett	Station Panama City
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11 JUL – 22 JUL 2016

BM3 Gary Guido	Station Fort Macon
BM3 Sarah Durden	Station Wrightsville Beach

13 JUN – 24 JUN 2016

BM1 Jeremy Suber	Station Boston
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RB-M Organizational Maintenance

18 JUL – 29 JUL 2016

MK2 Stephen Jilbert	Station San Diego
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ICS-339 Div/Group Supervisor

13 SEP – 14 SEP 2016

MEC William Hartung	Station Seattle
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04 AUG -05 AUG 2016

MK2 Brendan O'Connell	Station Fire Island
BMC Justin Baker	Station LA/LB
MEC Dana Santore	Station Milford Haven
BM1 Rachel Bangit	Station Portsmouth
BMC Crystal Toy	Station Portsmouth
BM1 Joel Brown	MSU Huntington
BMCS Eric Langefeld	Sector Ohio Valley

21 JUN – 22 JUN 2016

ME1 Nathaniel Stokes	Station Tybee
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14 JUN – 15 JUN 2016

BMC Wesley Koran	Station Sturgeon Bay
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Chief Petty Officer's Academy

27 JUN – 07 JUL 2016

BMC Andrew Kindya	Station Cape May
BMC David Tillman	Station Fort Myers Beach
BMC Brian Steinmuller	Station Gloucester
MKC Carlene Hudson	Station Marblehead
BMC George Cobb	Station Mayport
BMC Matthew Cole	Station Philadelphia
BMC Jesse Sandler	Station San Diego
BMC Joshua Grulke	MSD St Paul
BMC Morgan Stepp	Sector Ohio Valley
BMC Thomas Franks	Station Barnegat Light
BMC Corey Barrett	Station Bellingham
BMC Glen Sefcick	Station Destin
BMC Gregory Feister	Station Freeport
BMC Joseph Pizzigno	Station Point Allerton
BMC Glenn Janzer	Station Milwaukee
BMC Andrea Tole	Station San Diego
BMC Charles Lockwood	Station South Padre Island

Boarding Team Member Course

15 AUG – 26 AUG 2016

MK3 Ryan Huber	Station Fort Myers Beach
MK3 James Smith	MSU Huntington

06 JUN – 17 JUN 2016

ME3 Christian Sowers	Station Duluth
ME3 Ryan Morgan	Station Philadelphia
BM3 Buddy Pike	Sector Upper Mississippi

Boarding Officer Practical

12 SEP -23 SEP 2016

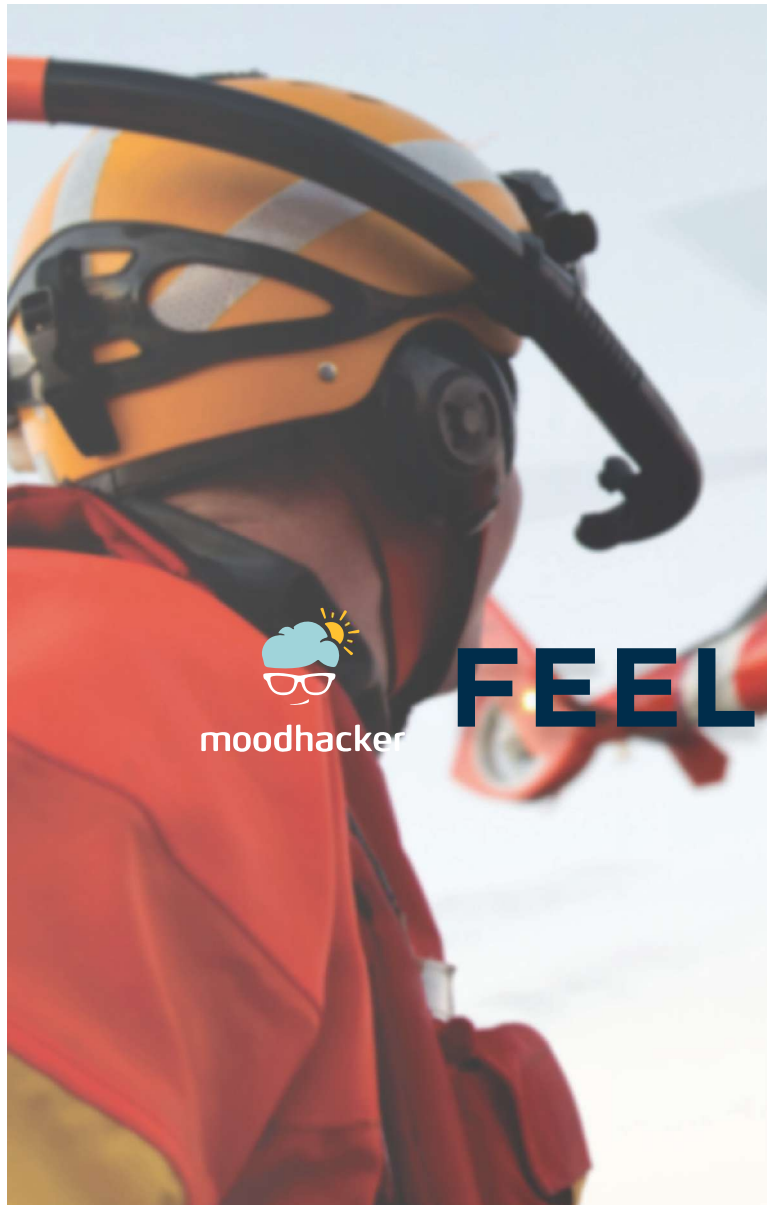
ME2 David Rawlings	Station Annapolis
SN Dustin Hamilton	Station Marblehead

08 AUG – 19 AUG 2016

ME1 Troy Licata	Station Belle Isle
ME1 Alexander Meyers	Station Seattle

11 JUL – 22 JUL 2016

ME1 Gabriel Aquino	Station St Petersburg
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FEEL BETTER



 **CG SUPRT**
www.cgsuprt.com

CG SUPRT has launched a new mobile, self-management intervention based in CBT and Positive Psychology that can help CG SUPRT eligible members track, understand, and improve their mood, and become more resilient. **It is available at any time, on any smart phone, tablet, and desktop.**

HOW IT WORKS:

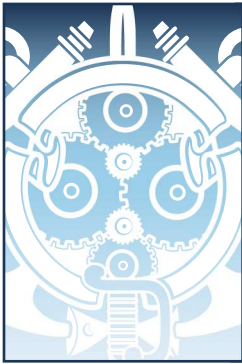
MoodHacker encourages self-management through a practical, real-life, and holistic intervention approach. Healthy habits that encourage physical activity, sleep, nutrition, and social support are woven into the user experience. Knowing which activities affect us in a positive way helps us plan healthier, happier days.

The app is used daily to rate mood, chart positive activities, and keep personal notes on what was motivating or challenging. Then users can view 7-day and 30-day charts to see what's working and what can be improved.

Personalized messages guide users on a proven intervention pathway and relevant feedback about what is working encourages users to stay on track. Helpful resources incorporated within the app, such as animated videos and articles, communicate key points.

MoodHacker is available to USCG Active Duty members, civilian employees, members of the Selected Reserve, and their family members. Services are free and confidential within the limits of the law. To get started, click on the link to "On-Demand, Personalized Resilience Building" on the CG SUPRT homepage.

The CG SUPRT Program is free and confidential within the limits of the law. It is also easy to access. Help is available 24 hours a day, 365 days a year— at **855-CG SUPRT (855-247-8778)** or online at **www.cgsuprt.com**



Tricare Reserve Select and Retired Reserve

TRICARE Reserve Select (TRS) provides qualified Reserve members a premium-based healthcare plan, similar to TRICARE Standard and Extra, through payment of a monthly premium. TRS is available worldwide to most Selected Reserve (SELRES) members and their families when the military member is NOT on active duty orders or covered under the Transitional Assistance Management Program. To participate in TRS the military member must qualify for and purchase coverage. The payment of monthly premiums is required and failure to pay premiums on time may result in disenrollment and an enrollment lockout.

Note: TRS is not available to the Individual Ready Reserve (IRR), the Inactive Status List (ILS) or the Active Status List (ASL)

TRS offers comprehensive health care coverage that includes TRICARE's prescription drug coverage. Beneficiaries are able to visit any TRICARE-authorized provider or qualified host nation provider (if located overseas), and pay fewer out-of-pocket costs when choosing a provider in the TRICARE network (network providers are not available overseas). Under TRS, beneficiaries are able to utilize military treatment facilities (MTFs) on a space-available basis.

TRICARE Reserve Select

TRICARE Reserve Select (TRS) premium rates are established annually on a calendar year (CY) basis in accordance with Title 10, United States Code (U.S.C.), Section (Sec.) 1076d, and Title 32, Code of Federal Regulations (CFR), Part 199.24. The TRS monthly premiums for CY 2017 shall be the rates listed in the table below:

Type of Coverage	2016 TRS Monthly Rate	2017 TRS Monthly Rate	Change
TRS Member-only	\$ 47.90	\$ 47.82	-0.2%
TRS Member & family	\$ 210.83	\$ 217.51	+6.9%

TRICARE Retired Reserve (TRR) is a premium-based, health plan available worldwide for purchase by qualified Retired Reserve members and their eligible family members. TRR delivers the TRICARE Standard/Extra benefit to all covered individuals to include those in a RET-2 status (retired awaiting pay) which is commonly referred to as "Gray-Area Retirees." If purchased, TRICARE Retired Reserve is minimum essential coverage under the Affordable Care Act.

Reservists may purchase TRICARE Retired Reserve (TRR) to

begin in any month of the year. The application form must be postmarked or received no later than the last day of the month before coverage is to begin. If a Service member/family member loses coverage under any other TRICARE health care plan and qualifies for TRR, they may purchase TRR with no break in coverage. The application must be received no later than 30 days after the loss of other TRICARE coverage. The effective date begins on the day of loss of prior TRICARE coverage.

—Written by LT Macy Tumblin, CG-1311

TRICARE Retired Reserve

TRICARE Retired Reserve (TRR) premium rates are established annually on a CY basis in accordance with Title 10, U.S. C., Sec. 1076e, and Title 32, CFR, Part 199.25. The TRR monthly premiums for CY 2017 shall be the rates listed in the table below:

Type of Coverage	2016 TRR Monthly Rate	2017 TRR Monthly Rate	Change
TRR Member-only	\$ 388.79	\$ 402.81	+6.5%
TRR Member & family	\$ 957.44	\$ 1,013.36	+4.5%

Effective Communication:

Getting your audience to listen, “Bueller, Bueller, Bueller....”

With a master's degree in communications and over 10 years teaching college level speech courses, I have had multiple opportunities to fine tune my own presentation skills and teach others how to use the most effective presentation methods. Being a great public speaker does not necessarily come naturally. Like any skill it takes practice and patience. The following article can help even the most novice and apprehensive presenter develop the skills required necessary to become a proficient presenter.

Public speaking is rated the number one fear among individuals. After 9-11 it actually dropped to number two, but quickly rose again. Fear of death and spiders is second and third respectively. With training and practice coupled with the ability of knowing exactly how to engage your audience, you will not only become less nervous, but your audience will look forward to your presentations. The better the presenter you are, the more likely your message will be retained by the audience. Over the years in both Army and Coast Guard, I have sat through thousands of speeches. Some fabulous. Some gut retching. In this article I will discuss ways to keep your audience engaged during your presentation.

First and foremost, your presentation should be organized. An outline of some sort should always be the first step in preparing a presentation. You should always think carefully about an introduction to your presentation as this is the first part of your speech the audience hears and the first and only chance to grab their attention. Starting with an interesting and exciting attention getter is crucial. Your audience doesn't want to hear you start out by saying, “Today I am going to talk to you about ..., I know it is boring, but we have to do it because the Coast Guard says we have to.” Be excited about your topic and your chance to teach your shipmates. Think of an attention getter that will engage those in your audience and their willingness to learn. The use of images on a screen, movies and even personal stories to start a speech are techniques which are much more successful at driving a good presentation forward than just stating your name, topic and objectives.

Now, moving onto the crux of your speech; the body. The body of the speech is where the most important information is located, thus being the most important part to communicate. Often times this is when people disengage, go to the bathroom, check their phones, or start to doodle. Here are some proven tips to increase your audiences' active listening.

1) **Move around.**

When the eyes of a listener become fixed they stop working, just like a muscle in your leg. When you move around it forces the audience's eyes to work, thus keeping them engaged in your message.

2) **Use creative and concrete words.**

Don't use graduate level words to explain simple verbiage, but also don't bore your audience with lifeless words. Concrete words appeal to our five senses and they evoke powerful images. Think of adding descriptive words like sweet, ripe, bend, and rotten instead of only using words like oil, ready, move, and smelly. The more descriptive the word the easier it is to place an image with the word and attach it to other things you have heard, thus creating a memory.

3) **Analogies are short stories and help liven up the speech.**

Most people enjoy listening to another person's story; it helps

listeners feel connected to the speaker and the message. The more shocking and descriptive the story, the greater the chance you are successful at passing the message to your audience. Jokes can help too, but always remember who you are speaking to and make sure if you are making jokes they don't come across insensitive or contrary to what the ultimate message of your presentation.

4) **Audience participation is crucial to keeping an audience focused.**

When a person is up and moving so is their brain. However, asking people to raise their hand to a question can put people on the spot and derail your speech. Having the audience get up and move is a better way to get them involved, often times is best to use this technique in coordination with a break. You can do a question/answer on the board, which is an excellent way to review material from one concept to the next. Another tool is for a group member to get up and share their personal experiences. People enjoy sharing their knowledge and contributing to the training.

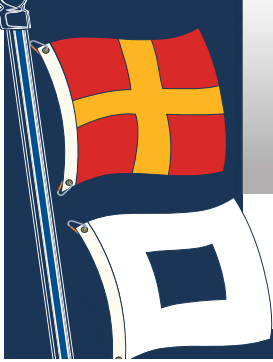
5) **Having the ability to speak competently is critical for the presentation to run smoothly.**

Practice, practice and practice. Understand the concept, objectives and what you have prepared. You must prepare. Very few public speakers can create a presentation, practice once and make it sound like they have been giving the training for months. There is nothing wrong with having an outline to refer to during your presentation or even using some note cards. However, reading word for word from your power point will bore your audience and show you not well versed or well prepared on the subject matter.

Making the presentation interactive and using descriptive words and vivid analogies allows members a greater opportunity to absorb what you've presented. In addition, the use of the words “in conclusion” and “finally,” automatically makes people perk up. Always summarize what you discussed; games or a group participation activity helps complete this task. Finally, you want close your presentation in a memorable fashion. Most people only hear one third of everything that is said. Knowing this puts you at an advantage when preparing your material. Think of the introduction as “I will tell you”, the body as “I am telling you” and the conclusion as “Here's what I told you.” Hopefully when all is said and done, they heard what you said at least once.

In conclusion, (yes, some of you just perked up), remember that preparing a speech is hard and presenting one is even more daunting, but with the helpful hints above it should make your audience appreciate your training and have a desire to listen more attentively. It takes practice to become a good public speaker, so continue to use the methods you learned and focus on improving each time. Going at it willy-nilly will only make you more apprehensive, increase your anxiety and negatively impacting the effectiveness of your presentation. Last but not least (also a very good ending transition to get people to perk up and listen well), there are a wide variety of no-cost presentation tools available online. Most are free and can be very helpful in creating and preparing your presentation.

— Submitted by Lt. Christine Pointer,
Deputy Chief of Planning Reserve,
Sector Houston-Galveston



RESERVIST MAGAZINE

RETIREE SITREP



Rear Admiral Joseph Servidio, then Commander, 11th Coast Guard District, presents YNCM Nancy Seely with her shadowbox during her retirement ceremony.

Setting Goals is Golden

The life of a Coast Guard reservist can be difficult to maintain. Sometimes a member's military obligations can feel tedious or onerous, especially when trying to find the proper balance between a civilian career, the Reserve and one's personal life. Sometimes it's easy to think, "Maybe the Reserve just isn't right for me." Or perhaps wondering how to grow and prosper simultaneously in both a civilian and military career. In the end these are questions that can only be answered by the individual.

Nancy Seely, a retired Master Chief Yeoman (YNCM) from Houghton, Mich., dealt with those types of questions many times prior to her retirement in 2015, following a 32 year career in the Coast Guard Reserve.

In 1983, Master Chief Seely enlisted as a yeoman under the Direct Petty Officer program out of San Antonio, Texas, before moving to Michigan with her family. She spent the beginning part of her career at Coast Guard Reserve Unit Portage in Dollar Bay, Mich. There she took on the duties of lead petty officer and administrative officer.

In 1995, the Coast Guard disbanded its Reserve units in

favor of force integration leaving many Reserve members unsure of their duties and where they fit in.

"Disbanding of the Reserve units was a difficult transition," said YNCM Seely. "The structure was different than the active duty component. My sector (Sault Ste. Marie) never had to deal directly with reservists and didn't understand how we worked. Many Reserve members felt lost without something to do and without the sense of belonging that the Reserve units had provided. I shared the uncertainty of many and even contemplated leaving (the Reserve)."

But in the end YNCM Seely was able to find support from her family and created goals to strive for in her Coast Guard career.

"My daughter was very proud of what I did," said YNCM Seely. "She was the reason I stuck with it. She loved having a mother who was in the service. After attending the Reserve Chief Petty Officers Academy I gained a new perspective and sense of energy and purpose. Through conversations with my fellow chiefs I saw a completely different side of the CG Reserve than I had experienced - one focused on leadership."

YNCM Seely embraced her new goals and ascended through the enlisted ranks, taking on leadership opportunity after leadership opportunity. She initiated and produced a monthly "Reserve News" newsletter that was sent to every reservist in her area of responsibility (AOR).

"I had to find something useful to do during my drill weekends," said YNCM Seely. "After all, I was a YN at a small boat station. In order to get the information out to all the reservists I started a monthly newsletter. Remember, this was before everyone had e-mail and Internet. Initially, the newsletter was sent to only the reservists in Sector Sault Ste. Marie's AOR, but information about it soon spread and I was sending it to folks throughout the country, including the Reserve flag officers."

YNCM Seely rose to the challenge of Reserve Command Master Chief at Sector Sault Ste. Marie and gladly accepted the opportunity to become the 11th District's Reserve Command Master Chief, even though she knew it would mean traveling from her home in Michigan to California to perform her duty.

While a 32 year career in the Coast Guard Reserve may not be for everyone, YNCM Seely assures us that there is no shame in serving fewer years.

"You should be proud of what you've done," said YNCM Seely. "At some point we're all going to have to leave the Coast Guard, and the Coast Guard should not be the most important thing in your life. Take care of yourself and your family first. No one should feel bad about not doing 30 years, because there are many people who haven't done any. You need to figure out what's best for you."

And, for members who think that they'd like to follow in the path of YNCM Seely, remember to set goals for yourself.

"Before I knew it, I was 60 years old and it was time to retire," said YNCM Seely. "It went by quickly. I never thought I'd be a master chief. But once you make that goal and work hard towards it, anything is possible," said YNCM Seely. "Our successful reservists are those who make a plan. You can't expect someone to watch over you. To be successful, you must take ownership of your own career."

The Retirement Ceremony: and a little extra

Editor's Note: The following is reprinted from the retirement ceremony program for Senior Chief Machinist Technician David Haydis. Senior Chief Haydis retired from the Coast Guard Reserve following 30 years of service.

The reservist of today has much more required of them than when I started. The reservist today must maximize every minute in uniform at the station (usually 0700 until 2200, much later if underway) in order to attain all required underway & shore side & firing range operational & administrative tasks.

Additionally, in order to; prepare for advancement, prepare for qualification boards, accomplish general mandated training, attain medical and dental certification requirements, the reservist must 'steal' additional time.

All this adds up to create a tenuous balancing act for every reservist, the balance of civilian occupation, reserve career & most importantly, family, is not easy and most often results in at least one facet being 'sacrificed.'

Most civilian occupations do not offer military leave, so this additional time is taken from annual leave or from the family: most often the family. There isn't enough space here to properly describe the sacrifices that the family makes.

Retirement ceremonies are not a standard for most reservists, most just depart - fade away - and continue their lives with fewer responsibilities. Most reservists have spent their entire careers attempting to alleviate additional responsibilities and stress from the fantastic Active Duty Brethren that they have the pleasure to work with. As a rule, reservists try to be self sufficient. Asking those same Active Duty to go through the additional effort required of a retirement ceremony goes contrary to that career long mindset. So it is most often not done.

However, this practice cheats the member and their family of the closure on a part of their life that has called for immense dedication above and beyond what is required of most citizens.



Senior Chief David Haydis

And, most importantly, the chance for the member to thank his or her family for their sacrifice.

I am personally honored that the fantastic crew of Station Rio Vista has allowed me to impose upon them.

United States Coast Guard Station Rio Vista, thank you very much,

— Dave Haydis



MKC Charles Dunnam and his wife, Carole. Photo by Staci Cunningham.

PSU 308 Bids Farewell to MKC Dunnam

On June 17, 2016, family and friends, along with past and present shipmates, gathered at Port Security Unit 308 to celebrate the illustrious career of MKC Charles Dunnam. Chief Dunnam retired from the Coast Guard Reserve after serving over 30 years.

Dunnam began his career at Station Mobile, where he served as boat crewman and was a member of engineering in June 1986. After two years at Station Mobile he transferred to the Gulf Strike Team. While assigned to the Strike Team, he established himself as an experienced trainer and response team member with many hazardous materials responses. He deployed with the Strike Team to the World Trade Center immediately following the September 11, 2001, attacks. Chief Dunnam served at the Strike Team until October 2013. Following his advancement to Chief Petty Officer and leaving the Strike Team, Dunnam became a member of PSU 308 in Kiln, Miss. There he served as the Engineering Department Chief and deployed with the unit to Cuba in support of operation Freedom's Sentinel in 2015.

The retirement ceremony was attended by Chief Dunnam's wife Carole and other family members, along with shipmates from previous units and community members. In keeping with the finest Coast Guard traditions Chief Dunnam was presented with a shadow box by the Gulf Strike Team. All of his shipmates wish Chief Dunnam and his family the fairest of winds and the most following seas.

Boatswain Mate Going Ashore



BMCS Armena McNair retired following 30 years of service during a ceremony held at her last duty station, Station Niagara, N.Y. She is pictured here with members of the 9th District Reserve Staff and Station Niagara Reserve personnel (l-r): MK2 Michael Berenguer, MK2 Brianna Bedard, BOSN3 Dominic Doldo, GM2 Christopher Kalinowski, ME3 Jonathan Smith, Lt. Jeremy Schisler, BMCN Joseph Katchko, Lt. Cmdr. John Parsons, BMCS McNair, Lt. Cmdr. Melissa Owens, BM3 Steven Kramer, BM3 Thomas Battaglia and Lt. Gregory Jensen

Gulf Coast Reservist Retires



After 26 years in the Coast Guard Reserve, BMCS Steven McEvoy, pictured right of shadow box, retired at Station Dauphin Island, Ala. McEvoy was on active duty for six years before going into the Reserve. He served on the CGC THUNDERBAY, SARDET Dauphin Island, LEDET 8 Bravo and the Gulf Strike Team. He deployed twice to Cuba and the Middle East with PSU 308. McEvoy is a Captain on the Mobile Alabama Fire Department with 18 years of service.

Retirement List

RET-1 (Retired With Pay)

JULY 2016

Capt. William Hansen
Capt. Richard Reynolds
Cmdr. Dennis Brown
Cmdr. Elizabeth Cheatham
Cmdr. Peter Jensen
Lt. Cmdr. Leo Almazan
Lt. Cmdr. Mary Cox
Lt. Cmdr. Albert Horsman
Lt. Robert Hunt
Lt. Robert Rushlow
PSS4 Billy Wagle
BMCM Gerard Legoff
BMCS Brian Pretty
MKCS Bruce Moore
BMC Richard Morgantini
BMC Grady Sillings
BMC Joseph Southerland
GMC Charles Watkins

MEC Thomas Calmon
MKC Maurice DeStefano
SKC Orlanda White
YNC Diane Grayson
BM1 Kevin Cassidy
ME1 John Kielbasa
ME1 Mark Peters
PS1 Donald Fitzgerald
YN1 Cheryl Snyder
BM2 Wayne Gabaree
DC2 Ricky Holloway
MK2 Ignacio Maldonado
MK2 Jessee Stitt

SEPTEMBER 2016

Capt. Stephen Browning
Capt. Peter Kilmer
Cmdr. Joseph Swansey

PERS3 David Fields
MSTCM David Kokata
PSCM Jeanette Abels
MKCS Julio Peck
MKCS Michael Tournade
BMC Phillip Pashia
ISC Kevin Gallagher
IVC Stephen Pierce
MSTC Dianne Semmling
SKC Yvonne Butler
YNC Kathleen Feyer
AET1 Jose Justiniano
EM1 Paul Loibl
MK1 Paul Delmore
SK1 Phillip Birdsong
SK1 Jay Snyder
YN1 Caridad Henriquez
BM2 Steven Birr
EM2 Mark Diemer

RET-2 (Retired Awaiting Pay)

JULY 2016

RADM Kurt B. Hinrichs
Capt. Craig R. Henzel
Capt. Paul J. Kosiba
Capt. Scott R. Linsky
Capt. Darren M. Moore
Capt. Raymond A. Murray
Capt. Sean K. O'Brien
Capt. Christopher R. Stout
Capt. Frederick Wasco
Cmdr. Michael E. Baker
Cmdr. Cecilio Banuelos
Cmdr. John F. Buckley
Cmdr. Michael J. Griffin
Cmdr. Jeffrey S. Hall
Cmdr. James J. Herlong
Cmdr. Alexander Lomvardis
Cmdr. Raymond A. Mach
Cmdr. Matthew B. Ross
Cmdr. Scott L. Saunders
Cmdr. Julie A. Smith
Cmdr. Emanuel J. Terminella, Jr.
Cmdr. Elizabeth A. Watson
Lt. Cmdr. Tina M. Bassett
Lt. Cmdr. Robert P. Hess
Lt. Cmdr. Shane W. Robinson

Lt. Cmdr. William J. Stetts
Lt. Tomas Ortiz
Lt. Patrick J. Sterner
CWO James E. Elsenberg
CWO Tommie A. Lee
BMCM Walter T. Haven
MKCS David M. Haydis
MSTCS Cheryl-Ann Davidson
BMC Mary Ann Jencks
BMC Dennis R. McGraw
BMC Eric J. Pimer
BMC Sean T. Winston
MEC Thomas Spears
MKC Charles D. Dunnam
MKC Mark A. Vella
ET1 Carlos J. Reichard
IV1 Edward J. Bluhm
BM3 Daniel C. Nieman
BM3 Carlos G. Saltos

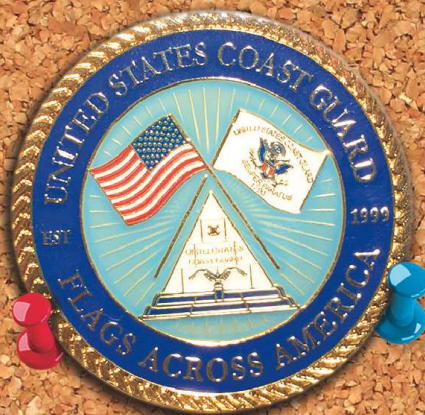
SEPTEMBER 2016

Cmdr. Kevin A. Menzies
Lt. Brooke B. Gault
Lt. Vaughn L. Hazen
Lt. Tanya M. Nalesnik

Lt. Lonnie B. Pol
CWO Tamantha J. Bowman
BMCM Sean W. Fey
BMCM Jeremy B. Snyder
YNCS Paula O'Donnell
BMC Joseph Plasencia
DCC Roy E. Sprouse, Jr.
ETC Ken C. Kawamura
ETC William J. Klich
ETC Brian D. Meetze
HSC Reinaldo Colon, Jr.
MEC Jack G. Burt
MSTC Alan C. West
PAC William G. Rives
ET1 David W. Bostick
ET1 Christian T. MacAllister
SK1 Gregory J. Lattier
BM2 Johnny Church
HS2 Angelia L. Albright
MK3 James W. Fuller
MST Yosef D. Watson

— *Compiled by*
YNC Joseph R. McGonagle,
USCGR (ret.)

Bulletin Board



Coast Guard Combat Veterans Association Reunion

The 2017 Coast Guard Combat Veterans Association (CGCVA) biennial reunion will be held at the Crown Plaza Hotel in San Diego, Calif., May 8-12, 2017. All Coast Guard veterans are invited to attend, regardless of membership. Please join us to experience great hospitality, camaraderie, a silent auction and the awards banquet.

For additional information, contact MCPO Mike Placencia, USCG (ret.) at: cgmaterchief22@hotmail.com. First opportunity to register will be in August 2016. Check out the CGCVA website for updated information and for membership criteria and application forms at:

www.coastguardcombatvets.com.



Pelkowski Receives Second Star

On July 25, 2016, Rear Adm. Francis "Stash" Pelkowski received his second star during a ceremony presided over by Vice Adm. Dean Lee, Commander Atlantic Area. During the ceremony, Rear Adm. Pelkowski was also awarded the Coast Guard Meritorious Service Medal (gold star in lieu of a fourth) for his work as the Atlantic Area Senior Reserve Officer. In August he transferred to the Deputy Commandant for Operations to serve in the Senior Reserve Officer position which facilitates the operational readiness of the Reserve force to respond to emergencies both domestically and abroad. He is shown here as Vice Adm. Lee reads his promotion certificate and YN3 Tariah Welch puts on his 2-star shoulder boards.



Long Serving Reserve Command Master Chief Retires

Vice Adm. Karl Schultz, Commander Atlantic Area, addresses the crowd as Master Chief Petty Officer of the Coast Guard Steven Cantrell and Master Chief Petty Officer Kirk Murphy look on during Morphy's retirement ceremony, which was held in Cape Canaveral, Fla., on Saturday, Sept. 3, 2016. Murphy, who first enlisted in the Coast Guard in July 1980, held numerous Reserve assignments in the 7th District as well as completing a tour as the Atlantic Area Reserve Command Master Chief prior to his retirement.

Photo by PAC Jennifer Johnson



Google Manager Recognized by ESGR

Col. Phil Stage, USA (ret.) of the Employer Support of the Guard and Reserve program, and ME1 Chris Obermeyer, of Port Security Unit 312, presented a Patriot Award to Obermeyer's manager, Mr. Mike Fein of Google, Inc. at the company's Mountain View, Calif., location. Mr. Fein also signed a Statement of Support to be displayed in his division. Approximately 10 senior managers were present at this surprise event. In addition to Petty Officer Obermeyer, Fein also supervises a Marine reservist assigned to U.S. Navy Operational Support Center San Jose. Fein is a former police officer and is in charge of security operations and has been extremely supportive of the service members who work for him.



TO CHANGE YOUR MAILING ADDRESS:

Selected Reservists:

Please use Direct Access
www.uscg.mil/ppc/ps/,
 or send your address change to
 your unit Servicing Personnel
 Office (SPO).

Individual Ready Reservists (IRR):

Please contact the IRR Personnel
 Support Unit by:

Email: ARL-PF-CGPSC-rpm-3-Query@uscg.mil

Website: <https://www.uscg.mil/rpm/rpm3/irr/>

Mail:

Commander (rpm-3)
 Personnel Service Center
 U.S. Coast Guard Stop 7200
 2703 MLK Jr. Ave SE
 Washington, DC 20593-7200

Retired Reservists:

Please send e-mail to Personnel
 Service Center (ras) at:
ppc-dg-ras@uscg.mil
 or use Direct Access
www.uscg.mil/ppc/ps/,
 or use self-service at
www.uscg.mil/ppc/ras/directoryassistance.asp#one
 or call 1-800-772-8724.





CGRF-MC Visits Sector LMR All-Hands

Coast Guard Reserve Force Master Chief (CGRF-MC) Eric Johnson visited the sector for a Reserve All-Hands. During the visit he posed for a group photo with the Sector Lower Mississippi River Command Cadre. From left to right are: Deputy Commander Jennifer Adams, Master Chief Gary Dennis Reserve Command Master Chief for Sector Upper Mississippi, Sector active duty Command Senior Chief Stacy Dasher, Sector Commander Capt. Timothy Wendt, CGRF-MC Johnson, 8th District Reserve Command Master Chief Joe Pasqua, SEC LMR Command Master Chief David Schacher and Cmdr. Jerry Brothers, SEC LMR Senior Reserve Officer.

Photo by YN3 Jaquelyn Cruz-Mangrum

29th Joint Women's Leadership Symposium Largest Ever

Over 600 women and men attended the 29th Annual Joint Women's Leadership Symposium, in Arlington, Virginia, for the "largest gathering of women in uniform in the nation." The Sea Service Leadership Association is the only organization in the U.S. dedicated to the women of the Maritime Forces. Each year their symposium provides professional development through networking, education and membership to attendees from the Navy, Marine Corps, Coast Guard, Air Force and Army. This year, international service members joined in the activities from Norway, Sweden, Canada and the Republic of Korea Navy. Shown here during the Leadership Panel discussion are: Moderator, Capt. Martha LaGuardia, USCGR; Panelists (l-r) Fleet Master Chief, USN, Susan Whitman, Brig. Gen. Jill K. Faris, USA, CMC Leilani Cale-Jones, USCG, Lt. Gen. Gina Grosso, USAF, Brig. Gen. Helen G. Pratt, USMC.



RPA Chosen as Excellence in Diversity Award Winner

Cmdr. Rebecca Drew, a Reserve Program Administrator assigned to the Coast Guard Atlantic Area Command, was selected as the recipient of the 2016 Captain Edward R. Williams Award for Excellence in Diversity.

"Diversity is about being more together than the sum of our parts; and is not always easy or comfortable," said Drew. "Diversity is about our ability to blend the uniqueness of thought, backgrounds and culture representing the best of our society to constantly challenge ourselves to become better than we were yesterday."

Cmdr. Drew was recognized on July 19, 2016, during a ceremony at the National Naval Officers Association Annual Leadership, Professional Development & Training Conference at the Joint Expeditionary Base Little Creek in Virginia Beach, Va. Shown here (l-r) are: Cmdr. Warren Judge, USCG, Cmdr. Drew, and Adm. Paul A. Zukunft, Commandant.

Photo by Auxiliast Maurice (Trey) Clifton

CG Reservist Named Reserve Outstanding Junior Officer

Lt.j.g. Chris LaRocque was presented with the Reserve Outstanding Junior Officer award at the Reserve Officer's Association (ROA) National Convention in Reno, Nev., on Monday, September 12, 2016. Shown here (l-r) are: Col. Jim Sweeney, USMC (ret.), ROA National President, Rear Adm. Kurt Hinrichs, Director of Reserve and Military Personnel, Lt.j.g. LaRocque's wife Trisha and their son Noah, LaRocque and CWO Dale Anderson, USN (ret.), ROA Vice President Naval Services.



New RCMC Onboard PACAREA

MCPO Andreas Apenburg (right) assumed the duties as the Pacific Area Reserve Command Master Chief (RCMC) at the ceremony presided over by Vice Adm. Fred Midgette (center) on Tuesday, August 23, 2016. MCPO Apenburg took over for MCPO George Williamson who was awarded the Coast Guard Meritorious Service Medal for his accomplishments while assigned at PACAREA.

First District Gets New RCMC

Rear Adm. Steven Poulin, Commander, 1st Coast Guard District, welcomes incoming Reserve Command Master Chief Rashaun Morris (left) who relieved MPCO Andreas Apenburg following a Change of Watch ceremony on Friday, Sept. 16, 2016. Apenburg is now serving as the Pacific Area Reserve Command Master Chief.

Photo by PA2 LaNola Stone



Sector Lower Mississippi Promotes One and Recognizes One



Lt.j.g. Crystal Bryant was promoted to Lieutenant. Her shoulder boards were put on by Capt. Wendt and her husband.



Sector Lower Mississippi River's (SEC LMR) Cmdr. William Margulies (right) received the CG Commendation Medal upon his departure. Presented by Sector Commander Capt. Timothy Wendt.



Sector UMR Frocks Departing SRO

Capt. (Sel) Jennifer Travers, Senior Reserve Officer at Sector Upper Mississippi River, was frocked during a departure ceremony on Saturday, August 6, 2016. She was also presented with the Coast Guard Commendation Medal for her efforts during her time as the Sector's Senior Reserve Officer. Travers' new assignment is at CG Headquarters (DCO-X). She is pictured here (l-r) with her son Deke, daughter Gracie, son Drew, husband Eric and Capt. Martin Malloy, Sector Commander.

Photo by LCDR Cody Scott



East and West Coast Reservists Team Up

On Thursday, September 15, 2016, Reserve officers Lt. Cmdr. Jesse Rangle of Coastal Riverine Squadron Eleven, Seal Beach, Calif., and Lt. Cmdr. Phil Mikan of Sector Boston, Mass., take a time out from cycling to enjoy the sights at the Rock Creek Vista Point on the Beartooth Highway, Red Lodge, Mont.

Reservist Receives Recognition from CG Institute

YN1 Nita Whitman was recognized for her efforts while on short term ADOS at the CG Institute in Oklahoma, Okla. She is shown here with Institute Executive Officer Lt. Joe Harvey during a ceremony held at the CG Recruiting Office.

Photo by MCPO Dave Schacher



MSD Peoria Advances Two in September



During a unit site visit on September 1, 2016, Sector Upper Mississippi River Sector Deputy Commander, Cmdr. Ryan Rhodes, advanced BM3 Joseph Rutledge to BM2 at the Marine Safety Detachment Peoria. Pictured here (l-r) are: MK2 Dustin Jones, Cmdr. Rhodes, BM2 Rutledge and BM2 David Perrin.

Photo by LCDR Eric Neussl



Ten days later on September 10, ME2 Megan McNeal was advanced to ME1. Shown here (l-r) are: Lt. Neal McNeal, USN and member's brother, ME1 McNeal, Lt. Cmdr. Eric Neussl and Mr. Matt Boelens.

Photo by BM2 David Perrin



Have Coin...Will Travel

Coast Guard Investigative Services (CGIS) Reserve Special Agents L(l-r) Christopher Elg, Erik Allen and Gary Schneider present Lt. Cmdr. Thor Hein of the Royal Danish Navy a CGIS Challenge Coin for the assistance he provided CGIS agents in preparation of the Commandant's visit to Greenland this past August.



Baltimore Reservist Signs Up for Another Hitch

On Wednesday, August 23, 2016, Petty Officer Steven Heimes reenlisted in the Coast Guard Reserve. Petty Officer Heimes has been serving on active duty Title 10 in support of Patrol Forces Southwest Asia through the Mobile Support Unit (MSU) located at the Surface Forces Logistics Center in Baltimore, Md. Heimes was sworn in by CWO Joseph Scarpelli, MSU Acting Branch Chief.



USCG Auxiliary members awarded "President's Lifetime Achievement Award"

Demonstrating integration and readiness, Capt. Martha LaGuardia, USCGR, presents Presidential Volunteer Awards to 16 members of USCG Auxiliary Flotilla 1-4 recognizing, celebrating and demonstrating their service as role models in helping their communities. The award certificates, signed by President Obama, were a surprise for the Flotilla members at Station Destin and organized by Randy Black, Flotilla Commander. Vice Commander Morris "Mo" Davis was honored with the Lifetime Service Award for over 18,300 hours and 13 years as a member of the Coast Guard Auxiliary. In all, these Coast Guard Auxiliary volunteers' time working with the U.S. Coast Guard active and Reserve members standing watch, going on patrols and working with boaters and members of the Station equates to over 62 years of service (16,231 days).

Photo by Eric DeVuyst, CG Auxiliary

LA/LB Promotion a Family Affair

Lt. Jose Maldonado was officially promoted to Lt. Cmdr. on August 1, 2016. A special pinning ceremony was held at the sector on Coast Guard Day, August 4, 2016, with his family and Capt. Charlene Downey, Commanding Officer Sector LA/LB, in attendance. Maldonado is assigned to the Contingency Planning/Readiness Department at the sector.



Reservist Advances While Supporting CG Recruiting

IS2 Jerome Borum advanced to IS1 while on ADOS at the CG Recruiting Office in Oklahoma City, Okla. He was pinned by MST1 Jennifer Miller IS1 Borum (left) FS1 Zach Kappler.

Photo by MCPO Dave Schacher

AWARDS



Defense Meritorious Service Medal
Capt. Todd Childers



Coast Guard Meritorious Service Medal
MCPO Andreas Apenburg
MCPO Kirk Murphy
MCPO George Williamson



Coast Guard Commendation Medal
Capt. (Sel) Jennifer Travers
Cmdr. Cecilio Bañuelos
Cmdr. William Margulies
Cmdr. Emanuel Terminella, Jr.



Rear Adm. William Kelly presents the 1st place winner certificate to Lt. Cmdr John Codd, Office of Reserve Affairs (CG-1311), for his Saddle Bag Chili. Codd took the prize in CG-1's First Annual Slow Cooker Cook Off as part of the 2016 Feds Feed Families National Food Drive Campaign.

Feds Feed Families

2016 Feds Feed Families National Food Drive Campaign brought seven contestants from behind their desks to battle for the title and bragging rights as CG-1's First Annual Slow Cooker Cook Off winner, a signed certificate by Rear Adm. William Kelly and the entire collected weight of 148.6 pounds of non-perishables items. Kelly is shown here recognizing 1st place winner Lt. Cmdr John Codd, Office of Reserve Affairs (CG-1311), for his Saddle Bag Chili.

When asked to share his winning recipe Codd simply smiled and replied with, "As much as I would love to share it, I have to keep it close to the vest. That said it is no secret that we here at Headquarters often get bogged down with all the necessary business that needs to take place. It is refreshing to be able to step outside our normal roles and use our talents to help others while promoting the spirit of the CG." ≈

TAPS

Petty Officer Kenneth A. Hay, 63, a resident of Klamath Falls, Oregon, and former Coast Guard reservist, died Wednesday, June 1, 2016. Ken was born in Fort Collins, Colo., on June 30, 1952, to Cyrus and Ruth Hay. He served in the U.S. Coast Guard and was activated in Operation Iraqi Freedom and Desert Storm. He also served as a park ranger for Crater Lake National Park and previously at Yellowstone National Park.



Ken graduated from Hayes High School and went on to Ohio Wesleyan University for a BS Degree followed by advance study at Ohio State University. His lifelong career began as a park ranger at Highbanks Metro Park, then State Parks; Delaware and Lake White.

Ken was a real people person and never met anyone he didn't like. He was involved as a baritone in the Klamath Chorale and played viola in the Klamath Symphony before he became ill. Until his illness, he was also active working with the Linkville Playhouse, Klamath Wingwatchers, Friends of Moore Park, and served on the Fire Dist. No. 4 board of directors. Ken was selected as Person of the Year for the Herald and News in 2013, before retiring from the city in February 2014. His children remember Ken as an "intentional" parent who taught them practical skills such as buying local and making friends wherever they went.

Ken is survived by his wife, Bonnie Hay, of Klamath Falls; daughter and son-in-law, Katrina and Zach Wiren of Gig Harbor, Wash.; son and daughter-in-law, Tristan and Heather Hay of Olympia, Wash.; grandchildren, Liam Hay, Bryna Hay Wiren, and Inessa Hay Wiren; parents, John and Ruth Hay of Delaware, Ohio; brother and sister-in-law, David and Brenda Hay of Cheyenne, Wyo.



YN1 Nancy Kugel, 65, USCGR (ref.), passed away on August 12, 2016, in Allouez, Wisc., following a long illness. She was born on August 13, 1950, to the late William (Tony) and Lillian Kugel in Lena, Wisc.

YN1 Kugel graduated from Lena High School in 1969, and NWTC in 1970. She served in the Coast Guard Reserve for 25 years. She loved to travel especially during her service in the Coast Guard. She volunteered at St. Vincent Hospital for many years. She is survived by her two sisters, Sally Paulson and Mary Kugel, and numerous great nieces, nephews, cousins and friends.

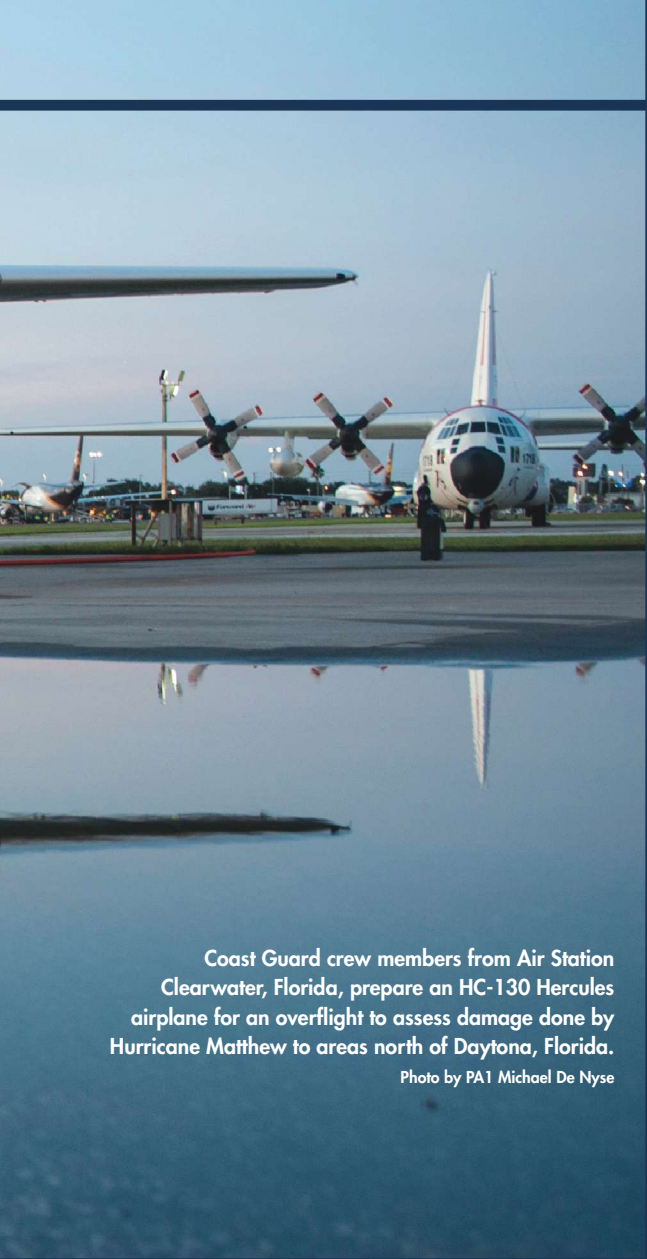


PARTING SHOTS



Coast Guard Cutter THETIS crewmembers assist the Royal Netherlands Navy HNLMS HOLLAND crew, Dutch Marines and Red Cross members October 12, 2016, to load supplies for the World Food Program at the Haitian Coast Guard station in Les Cayes.

Coast Guard photo



Coast Guard crew members from Air Station Clearwater, Florida, prepare an HC-130 Hercules airplane for an overflight to assess damage done by Hurricane Matthew to areas north of Daytona, Florida.

Photo by PA1 Michael De Nyse



A Coast Guard crew rescues two people from a partially submerged vehicle in Fair Bluff, North Carolina, Tuesday, Oct. 11, 2016. Coast Guard crews deployed from Sector Upper and Sector Lower Mississippi River in support of Hurricane Matthew efforts.

Photo by PA1 Alan Standley

Coast Guard crew members (right) aboard a 23-foot Over the Horizon Cutter Boat (OTH-CB) from the Coast Guard Cutter HAWK, (background) an 87-foot patrol boat homeported in St. Petersburg, assist with dewatering and the rescue of two boaters Thursday, Oct. 20, 2016 after their boat took on water 12 miles west of Egmont Key.

Photo by PA3 Whitney Drake



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